

partnership matters briefing



March/April 2026



Pat Togher, Chief Officer

Welcome to Glasgow City HSCP's 'Partnership Matters' briefing, to keep you more up to date with some of what's happening across our HSCP with partners. [Current and past briefings](#) continue to be available on our HSCP's website, and they can be accessed from work and personal devices. We hope that you find our briefing useful. Any comments or suggestions for future topics are welcome, and they can be shared by contacting us at GCHSCP_Communications@glasgow.gov.uk.

Glasgow City HSCP Staff Awards for Excellence 2026 – Well done to all!

Dedicated staff and volunteers from across Glasgow City Health and Social Care Partnership (HSCP) were recognised at our Staff Awards for Excellence (SAFE) 2026, held at the City Chambers on Friday, 13 March.

The awards recognise and celebrate individual staff, teams and projects who have 'gone the extra mile' in their work in several categories. Both health and social work staff working within our HSCP were eligible to be nominated. There was also a category for volunteers, where individuals not employed by us could also be nominated.

The overall winner for our HSCP will be announced later in the year at NHS Greater Glasgow and Clyde's (NHSGGC) Celebrating Success Awards.

This year's awards were hosted by our HSCP's Chief Officer, Pat Togher, and awards were also presented by Cllr Chris Cunningham, Chair of the Glasgow City Integration Joint Board and City Convener for Health, Care and Caring and Older People for Glasgow City Council; Kelda Gaffney, Depute Chief Officer Operations & Governance and Chief Social Work Officer; Lorraine Cribbin, Interim Chief Nurse and Fiona Moss, Head of Health Improvement and Equalities.

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Pat said: "I'm genuinely delighted to take part in our staff awards. It's so important for us to take time to recognise our staff and appreciate the work that they all do. To pick people out is really challenging.

"You were all invited here today because your contributions make a meaningful impact within our HSCP and in the lives of those around you and the citizens of Glasgow.

"A huge thank you to everyone who took the time to submit nominations, and of course, to our nominees. Your commitment to making a difference does not go unnoticed. I congratulate you all."

We received 111 nominations from across the HSCP. After reviewing the nominations, a judging panel shortlisted 38 and selected winners and commendations in each of the five categories. These were as follows.

Team of the Year

Winner: Shift Team Project Workers within James McLean Project (Homeless Service for 16 to 21 year-olds)

The team at the James McLean Project consistently goes above and beyond what would normally be expected in a homelessness support service.

Staff work with young people aged 16 to 21 who often present with multiple and complex needs. The team delivers compassionate, safe and person-centred care every single day, frequently in crisis situations that require teamwork, calm decision making and emotional resilience.

What makes this team exceptional is the way they pull together. This team cohesion ensures the project remains a safe, calm environment even during chaotic circumstances. For service users, the impact is profound. Several young people have reported that the team "kept them going," or "was the first place I felt safe," demonstrating clear outcomes in emotional stability and recovery.

Commendation: Balmore Children's House

The team at Balmore consistently provide excellent care to our children and young people and have received excellent feedback during our quality assurance process.

The care team show exceptional commitment to the young people they support, consistently going above and beyond to ensure their needs are met.

The staff team truly embodies trauma informed practice. They reflect deeply on their work and adapt their approach to meet the individual needs of the children in their care.



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The team at Balmore not only deliver excellent care but go above and beyond their contractual obligation to ensure that our young people have the same childhood experiences as those not looked after.

Leader of the Year

Winner: Marie Brown, Service Manager, South Learning Disability Team

Marie has played a key role in bringing the Learning Disability NHS team and the Social Work team together into one strong, united partnership within the HSCP.

Over the past year, Marie has been a real driving force behind integration. She's encouraged joint training, organised shared social experiences and brought her teams all together under one roof. Being co-located has made it so much easier for all to work side by side, and it's led to much stronger collaboration across all disciplines.

Because of Marie's leadership, the way her team works together has genuinely improved, and the people who benefit most are the service users who now receive a more joined up, higher quality service.

Commendation: Sinead Mallon, Project Leader, Community Support Service

Sinead exemplifies outstanding leadership and unwavering commitment to both service users and colleagues within our HSCP. She is highly approachable, solution focused and consistently demonstrates that no challenge is too great. Her proactive approach ensures that service users and their families receive the support they need, even in unexpected or difficult circumstances.

In addition to her managerial responsibilities, Sinead frequently volunteers to cover Good Night Team shifts. This not only supports service delivery but also boosts team morale, as staff see a leader who leads by example.

Sinead's actions consistently go above and beyond expectations, embodying the values of compassion, professionalism and innovation that define our HSCP. She is a role model for leadership and an asset to the organisation.

Employee of the Year

Winner: Sabine Gnauck, Service Manager, Hospital Discharge Team

Sabine manages the hospital discharge function of the HSCP. Sabine has demonstrated high levels of compassion for patients, professional integrity in managing external pressures, exceptional loyalty and support to her very pressured team.

Sabine has consistently accommodated urgent work requests that require her to work late and over weekends. She is very respected and liked by her team for her leadership and support to them.

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Sabine's work involves very high volumes of patient turnover. Her impact is on improving the lives of the thousands of people, referred to her team each year, supporting them out of hospital at the most vulnerable times of their lives and settling them into their permanent homes.

Commendation: Mark O'Donnell, Therapeutic Activity Nurse, Leverndale Hospital

Mark is a very well respected and liked member of the Intensive Psychiatric Care Unit (IPCU) Team at Leverndale Hospital. The IPCU environment is a challenging and very busy one, with most patients being acutely unwell.

Mark goes that extra mile to ensure the patients in IPCU can take part in art, psychology groups, physio groups, music, computer games, cycling, shopping, games and exercise.

Mark encourages the patients to participate in hospital competitions. This gives patients a sense of worth, enjoyment and feelings of achievement. The IPCU has won several awards within the hospital, after Mark encouraged and assisted patients to participate in artwork to enable the ward to enter.

Mark is very approachable, and patients and carers speak highly of him due to his caring, considerate and inclusive manner. Ward staff appreciate all the work he does, and he is an asset to their team.

Innovation of the Year

Winner: Enhanced Care Service

The Enhanced Care Service (ECS) was created to respond to significant hospital delays for patients. These delays were due to patients with high dependency and who were unable to access mainstream residential care, impacting hospital flow and patient outcomes.

Our HSCP's Meadowburn and Hawthorn House care homes both operate 15 ECS beds. The ECS has proved successful at both sites with staff and the services adapting to this innovative model for care delivery.

Initial timelines for the services being fully operational were fast tracked. Staff went that extra mile to respond to demand and capacity pressures, supporting multiple teams within our HSCP.

Feedback received from service users has been universally positive – the ECS has provided a more homely atmosphere with the ability to engage with others in a social setting.

Unnecessary time spent by patients in hospital has now reduced due to this new pathway that supports medically fit patients out of hospital to a care home or back to the community.



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Commendation: Making It Happen Project Team

The work of our HSCP's 'Making It Happen' Project Team has fundamentally changed how people with severe and enduring mental ill health move from hospital into community settings. This has solved a long-standing problem of 'stuck in hospital' patients and unsuccessful placements into a replicable model of success.

The team brought together staff from Adult Services including Commissioning, Inpatient Services, Community Mental Health Services and Social Work with the third sector provider Lanam Healthcare.

Partners co-produced a new discharge service model and pathway that starts with the person, builds trust before any move and sustains support long after the transition to a community setting. These were tailored to the needs of a group of patients who had spent years in hospital care, often requiring statutory measures, due to lack of capacity for welfare decisions.

As a test of change, 'Making It Happen' has created a blueprint for future commissioning of complex mental health services, demonstrating that integrated practice across health, social care and the independent sector can reliably achieve excellent outcomes.

Volunteer of the Year

Winner: Stuart James

Stuart is an exceptional local resident who has taken his own lived experience and turned it into something remarkable.

Following his diagnosis of Functional Neurological Disorder (FND), Stuart recognised the isolation and uncertainty that so many people with FND face.

In recent months, Stuart has founded the very first FND Support Circle in Scotland, hosted in our Parkhead Hub.

Through Stuart's tireless effort this peer-led group has now grown to almost 100 members, with monthly meetings, new sub-groups forming across the country and even expert clinicians engaging with the work. Local GPs and our own Primary Care Mental Health Team are now signposting people to the group because they recognise its value, its impact and its importance.

Commendation: The Young Persons Befriending Service Volunteer Team - at Volunteer Glasgow

This team consists of 39 adult befrienders in the Volunteer Glasgow Young Persons Befriending Service (YPBS) who volunteer their spare time every week to support young people in community-based activities across Glasgow. They bring skills and experience from a wide range of professional backgrounds and day jobs.

Not only do they fulfil their weekly volunteering role as befrienders, supporting children and



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young people aged 8 to 18, many of them referred to the YPBS, by HSCP staff, go the extra mile by promoting YPBS, raising much needed funds and sourcing and sharing activities for befriending matches.

Closing the ceremony, our Chief Officer, Pat Togher thanked everyone. He said: “While we’ve announced winners today, let me remind you that every single nominee is a winner. Your dedication, compassion and hard work make a real difference – not just to our HSCP but to the citizens of Glasgow. This event is about recognising that impact, and you should all be incredibly proud as I am today.”

Project SEARCH: Supporting young people into meaningful employment and to live more independently within their communities

Project SEARCH is an innovative work-based learning programme for young adults aged 18 to 29 with learning disabilities and/or autism spectrum conditions. The programme combines real workplace experience with training in employability and independent living skills, with the goal of helping participants gain and sustain meaningful employment and live more independently within their communities. [Applications](#) are now open for the next academic year beginning in August 2026.

Angie Black, Supported Employment Service Manager at Glasgow City Health and Social Care Partnership (HSCP), said: “Every year we see the incredible difference Project SEARCH makes. Young people become more confident and feel rewarded by their employment, and just as importantly, they’re thriving and living more independently within their communities. It’s a unique opportunity, and we’re delighted to support it here in Glasgow.”

Ben’s journey with Project SEARCH

Ben, now a Modern Apprentice with Glasgow City Council, first engaged with the Supported Employment Service in 2022. He joined the DFN Project SEARCH programme delivered in partnership with NHS Greater Glasgow and Clyde and Glasgow Clyde College at Glasgow Royal Infirmary.

Ben lives at home with his mum and two brothers, both of whom have also engaged with the service and successfully secured employment.

He thrived during the programme, and upon completing it, he secured a six-month temporary clerical officer role in the hospital. When the funding for this post ended, the Supported Employment Service worked with Ben to identify his next opportunity.

Building experience through IMAP

The Improved Modern Apprenticeship Programme (IMAP) — a strand of the Supported Employment Service delivered in partnership with service departments across the Glasgow City Council Family — supports young people to gain relevant work experience before applying for a Modern Apprenticeship.



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Through IMAP, Ben undertook a placement within Catering and Facilities Management. This proved to be the perfect environment for him to continue building confidence and developing practical skills while working alongside his job coach, applying for jobs and attending interviews.

When a Modern Apprenticeship vacancy with Glasgow City Council became available, Ben applied and was successful, securing a role within Financial Services, Assessor and Electoral Roll Office.

Reflecting on his journey, Ben said: “My time with the Catering and Facilities department helped me in more ways than you can imagine. The work experience helped my communication skills and my confidence increased.”

Since beginning his apprenticeship, Ben has settled into his team and continues to grow both professionally and personally. He shared: “First and foremost my confidence increased in my ability to succeed. My social confidence has improved even more – I was quiet but now I find that I can chat away to my colleagues. My practical skills have improved and I am learning new tasks daily. My team is great and supportive, and my manager is brilliant. I feel I can ask questions if I don’t understand a task, and I’m using my initiative more. I feel like a different person. I’m due to sit my driving test in the next few months and can finally see a future for myself.”

A manager’s perspective

Ben’s manager, Muir McCluskey, has been a strong supporter of Modern Apprentices within his team and highlighted the positive impact of employing young people with an autism spectrum condition.

He said: “In the past year I have recruited two Modern Apprentices with autism. Both have been supported by Glasgow Supported Employment Service and both have been a great addition to my team. I was part of the interview panel and Ben was one of the top scorers. I was surprised to learn that he had been to many interviews and been unsuccessful. He came across very well and gave great in-depth answers, and I knew he would be a good fit for my team.”

Reflecting on the broader benefits, Muir added: “Ben is very studious, reliable and motivated, and in terms of the team it has been very positive. We have learned about communicating more clearly and structuring tasks better, which creates a great working environment. On a personal note, I have learned so much from both our Modern Apprentices, and I’m proud to have them in my team. Overall, it has had an extremely positive impact.”

A family success story

Ben’s success is part of a wider achievement for his family. Both of his brothers have also taken part in Project SEARCH and received support from the Supported Employment Service, and all three have now secured paid employment and are thriving within their communities.



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Their mum spoke about what this support has meant: “The support they’ve had from the Supported Employment Service with Project Search, IMAP and ongoing in-work support has been brilliant. The fact they all have jobs speaks for itself. As a mum, I had constant worry about whether they would get jobs, be accepted and cope in the workplace. Now that they all have opportunities, a huge weight has been taken off my mind. All I want is for my boys to be happy and seeing them with a future and to live more independently is everything I could ask for.”

Find Out More

For more information on Project SEARCH and how to apply for August 2026, please visit our [website](#) or contact supportedemployment@glasgow.gov.uk

Glasgow City Care at Home Service praised by Care Inspectorate

Glasgow City Health and Social Care Partnership (HSCP)’s Care at Home Service received very positive results following a Care Inspectorate inspection carried out between 19 January and 4 February 2026.

This was one of the most detailed inspections the service has had. Inspectors spent a lot of time visiting services, speaking with people and reviewing how the service works across all areas. The results clearly show the hard work, professionalism and teamwork of everyone involved.

More than 300 people took part, including service users, family members and staff. They shared their views through surveys, home visits and phone calls. Their honest feedback helped inspectors build a full picture of the service. Inspectors highlighted how valuable this level of engagement was in helping them understand the quality of care being provided.

During the inspection, inspectors spoke with home carers, service users, families and teams across all localities. They saw a service built on strong relationships, commitment and compassion.

Staff were described as “kind, compassionate, dedicated, and natural.” Inspectors noted that the care and professionalism they observed felt genuine and could not be put on just for an inspection. This reflects the everyday culture of the service, and the strong relationships staff build with the people who they support.

The service was also praised for providing good continuity of care. Service users spoke about how important it is to have regular carers and how much they value these consistent relationships. Inspectors recognised this as a key strength.

Inspectors said that, given the size and scale of the service, it should be extremely proud of its performance. They also recognised the pressures facing the care sector and highlighted the service’s resilience and strong internal coordination.

The service’s quality assurance systems were described as robust and effective. Inspectors

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confirmed that the service's own self-evaluation matched their findings. They also noted that areas for improvement were already being worked on through established internal workstreams.

Robert Murray, Interim Head of Service, said: "Across home care, our strength continues to come from the dedication, compassion and professionalism of our staff and partners. Every day, I see teams working collaboratively to improve outcomes for the people and communities we support, often in challenging circumstances. I want to extend my thanks to colleagues across all sectors for their continued hard work and for the positive difference they make. Together, we are building services that are responsive, person-centred and rooted in the values of dignity, respect and empowerment."

What service users told inspectors

Service users shared very positive feedback about their experiences:

- "I love when my home carer comes, they brighten my day and nothing is ever a bother."
- "I love my visits. The staff support me with what I need, and we have a laugh together. I feel very comfortable with them."
- "I really appreciate the kindness of the carers. They always take time to chat and listen to me."
- "I was getting four visits a day after hospital... now I only need one visit per week, which I'm really happy with."
- "Home Care is a lifeline for me... it affords me the ability to live in my own home."

What relatives said

Relatives often described regular carers as feeling like part of the family. They said:

- "They showed genuine care and interest, and they engaged with my father — that's all I could ask for."
- "I think it's absolutely brilliant the service my dad gets — we get back to being his daughters and not his carers."

Empowering foster carers and adoptive parents through learning and lived experience

Glasgow City Health and Social Care Partnership (HSCP) is shining a spotlight on the vital role our foster carers and adoptive parents play in the lives of children and young people with two new initiatives.

A brand-new online learning platform, GOLD (Glasgow Online Learning and Development), has been launched to give Glasgow's foster carers and adoptive parents easy access to high-quality training and support materials. This platform received recognition at our HSCP's 2026 Staff Awards for Excellence.

This new, innovative online learning initiative is now up and running for Glasgow's foster carers, short-breaks carers and adoptive parents. They can access introductory modules on topics such



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as Autism and Neurodivergence, Impact of Developmental Trauma and Understanding the Window of Tolerance. Upcoming modules include a focus on Nurture Principles, Child Protection, First Aid and other topics.

The initiative was recently shortlisted in the Innovation category of the 2026 Staff Awards for Excellence, and the goal is to give all of Glasgow’s carers and adoptive parents a chance to complement their in-person learning with online opportunities where they can access valuable content at a time and place that suits them. All modules are designed to be used on a smartphone or tablet – they are short and interactive and carers report they are finding them useful, enjoyable and interesting.

Alongside GOLD, Families for Children has launched a new fostering podcast series called ‘Let’s Talk Fostering’, featuring two dedicated Glasgow foster carers sharing honest conversations about their journeys.

They speak candidly about what fostering really means — the rewards, challenges and the moments that make everything worthwhile. The podcast aims to break down myths, encourage more people to consider fostering and help the public understand the realities of providing a safe and loving home.

You can listen to the podcast on [Spotify](#) or at www.fosterglasgow.org.

Together, GOLD and Let’s Talk Fostering underline our HSCP’s commitment to equipping foster carers and adopters with the tools, knowledge and support they need while also amplifying their voices and experiences.

Liz Simpson, Head of Children’s Services/Families for Children and Children’s Residential, said: “Foster carers and adoptive parents do incredible work every day, and these initiatives show our commitment to supporting them with high-quality learning, shared experiences and a strong, supportive community.”

Recognising the vital role of unpaid carers in Glasgow

Unpaid carers play a vital role in supporting people across Glasgow’s communities, often balancing complex responsibilities while managing their own health, finances and wellbeing.

Supporting carers to maintain a good quality of life alongside their caring role is a key priority for Glasgow City Health and Social Care Partnership (HSCP). This is reflected in our [Carer Strategy 2025 to 2028](#) and the services already being delivered across the city.

A [new national report](#) now reinforces just how important that focus is. Published by the Young Academy of Scotland, the report brings together the experiences of unpaid carers from across the country, highlighting both the value of the care they provide and the challenges they face in accessing support.

Around 759,000 people in Scotland provide care for a family member, partner or friend living



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with illness, disability or frailty. Their contribution is estimated to be worth £15.9 billion each year to the Scottish economy.

The research, involving Glasgow City HSCP's strategic partner the University of Strathclyde, alongside Health and Social Care Alliance Scotland, Carers Scotland and Carers UK, draws on survey responses from 50 carers across Scotland.

Their stories highlight the impact that caring can have on many aspects of life – from employment and finances to relationships and mental wellbeing.

While many respondents described caring for a loved one as rewarding, they also spoke about the pressures they face and the difficulty of finding consistent, timely support.

One carer described feeling: “left to pick up the pieces of a failing social support system”, reflecting a wider sense of strain and isolation expressed across the report.

The findings point to a need for more responsive and personalised systems of support, including clearer information, better access to breaks from caring and financial support that reflects the realities of carers' lives. The report also calls for greater recognition of carers, challenging what it describes as their continued ‘invisibility’ in society.

Jacqui McGoldrick, our HSCP's Head of Older People's Services and Primary Care (North East) said: “In Glasgow, many of these priorities are already being taken forward through the delivery of services linked to our Carer Strategy.

“Clearer access to support is being strengthened through published Carer Eligibility Criteria, helping to ensure a more consistent and transparent approach to how support is provided across the city. Information and guidance available through local services are designed to help carers better understand what support is available and how to access it.”

Carers in the city can also access Adult Carer Support Plans, which help identify their individual needs and connect them with tailored support. Alongside this, a [Short Breaks Services Statement](#) sets out how carers can take time away from their caring responsibilities, an important step in supporting health and wellbeing.

Together, these approaches reflect a shift towards more personalised, joined-up support – one of the central themes of the Young Academy of Scotland report.

The report also highlights the importance of recognising carers as partners in care and involving them in shaping services. This is echoed in Glasgow's approach, where co-production with carers is central to the development and delivery of support.

The HSCP's strategy similarly emphasises the importance of working alongside carers to ensure services reflect the realities of their day-to-day lives.



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Dr Kieren Egan, lead author of the report and member of the Young Academy of Scotland, said: “As demands on our care system grow, informal carers shoulder immense responsibility, while receiving too little recognition. Our findings make it clear that national and local decision-makers must act now to ensure carers are valued across Scotland.

“The report highlights an opportunity to reimagine how unpaid care is supported, placing lived experience at the centre of future policy and service design.”

To find out more about support for carers in Glasgow available from Glasgow City HSCP visit [Health and Social Care Information Glasgow](#).

News

We also regularly publish [news articles](#) and [briefings / bulletins](#) on our website about specific topics or work happening across our HSCP with partners – whether it be about current services, service developments or achievements to celebrate. If you would like to have something featured, please email GCHSCP_Communications@glasgow.gov.uk. Some recent news items include:

- [What’s on at Parkhead Hub - community networking day in May and new Dementia Heroes Café](#)
- [Deprescribing: It’s OK to Ask if medicines are still needed](#)
- [Supporting care-experienced young people into work and wellbeing](#)
- [Parkhead Hub marks International Women’s Day](#)
- [HSCP to attend Scotland’s national Meet the Buyer event](#)
- [Supporting parents to chat about sexual health and relationships](#)
- [Why power of attorney matters](#)
- [Tackling vaping among children and young people](#)
- [Faster treatment for care home residents across Glasgow](#)
- [Phlebotomy Service – making it easier for people to get the tests they need](#)

Meetings & Events

We have regular meetings and events to discuss and / or make decisions about health and social care in Glasgow. More information about them with upcoming dates is available below:

- [Glasgow City Integration Joint Board \(IJB\)](#)
- [IJB Finance and Audit Scrutiny Committee](#)
- [IJB Public Engagement Committee](#)

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