

1. Purpose

- 1.1 Glasgow City HSCP has developed two earlier versions of a Workforce Plan for the HSCP, firstly in June 2017 and latterly in December 2018.
- 1.2 Following discussion at the Integration Joint Board in December 2018, it was confirmed that the plan would be further refreshed to include detail regarding the transfer of Cordia services into the HSCP in October 2018, now called Care Services, the planned staffing implications for both the Primary Care Development Plan and also the Action 15 Mental health funding for the HSCP. There has also been the opportunity for early discussions with Voluntary and Third Sector partners, with the aspiration that future versions of the Workforce plan will contain detail from these sectors, where available and applicable in terms of service provision within the HSCP.

2. Background

- 2.1 The draft Strategic Plan for the HSCP (2019 – 22) provides extensive narrative regarding the geography and population of Glasgow City. It also provides detailed narrative regarding the Transformation agenda, and other programmes of work underway within Glasgow City. This document sits alongside, and informs a lot of the detail of the Workforce Plan.
- 2.2 As previously reported, the Workforce Plan references the care group changes for the HSCP in Older People, Adult Services and Children's Services. Detail regarding the services contained within Resources is also contained within the document
- 2.3 The Primary Care Improvement Plan for Glasgow City HSCP was agreed in 2018, providing detail on proposed multidisciplinary working arrangements within G P practices across the City. The workforce plan provides available detail on the workforce elements of this plan.
- 2.4 The transfer of Cordia Services into the HSCP marked a significant change in our workforce numbers as an integrated system. Given the significance of the change, detail of this workforce is included in this latest iteration of the plan
- 2.5 As described, Action 15 Mental Health monies have provided a significant investment opportunity for the HSCP and again, in recognition of the importance of this investment in service delivery, further detail of this planned workforce has been provided in the updated document
- 2.6 The document has also been revised to simplify the content for the reader and has reduced in size as compared to previous versions.

3. Recommendations

- 3.1 The Integration Joint Board is asked to:
 - a) note the updates provided in the narrative; and
 - b) agree the alignment to the HSCP Strategic Planning cycle.

Glasgow City

HSCP

Health and Social Care Partnership

Workforce Plan

2019 -2022

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Executive Summary

The workforce plan for Glasgow City HSCP provides a detailed narrative and overview of the range of service change which has the potential to impact on our current workforce over the coming years. This document provides a range of detail on how our workforce has changed over the recent past and also provides detail on a wide range of service Strategy implementation that is underway within the HSCP. These strategies in themselves are detailed areas of work and sit alongside the short narrative captured in this plan. This latest iteration of the plan aligns the content of the plan to the Strategic Plan for the HSCP, running from 2019 – 2022. Detail is also included with regard to the transfer of Cordia Staff, now referenced as Care Services within the HSCP, the Primary Care Implementation Plan and the Mental Health Strategy and Action 15 arrangements within the HSCP.

The document includes:

- Section 1 – An introduction to the workforce plan and an overview of the HSCP and our priorities and vision within the HSCP. This section also references our Organisational Development strategy, detail on Succession planning, NHS Greater Glasgow and Clyde's Moving Forward Together strategy and the need to link with third and voluntary sector partners to describe their workforce.
- Section 2 – Provides extensive detail on the demand drivers across the HSCP, both in terms of the challenges facing our current population but also national, locality and care group priorities in place that are impacting on our current workforce.
- Section 3 – Details a range of workforce actions for the future workforce in place across all care groups, how the HSCP is seeking to respond to known workforce challenges and also plans around new technology and new roles and ways of working.
- Section 4 – Provides a range of detail on the current workforce for both the NHS and Social care staff within the HSCP, along with some comparative historical data to show some of the changes that have taken place over recent years within the workforce. There is also detail of some local HSCP activity and corporate activity within both NHS Greater Glasgow and Clyde and Glasgow City Council that will assist the HSCP to respond to recognised challenges within the workforce.
- Section 5 – outlines the Implementation and monitoring and review detail for the plan.

1 Section One

Background to the Glasgow City Health and Social Care Partnership Workforce Plan

1.1 Introduction to the Workforce Plan

- 1.1.1 Integration of health and social care has been introduced to change the way key services are delivered, with greater emphasis on supporting people in their own homes and communities and less inappropriate use of hospitals and care homes.
- 1.1.2 Glasgow City HSCP's service redesign activities must also support a culture of improvement. Sustainable improvements in care, health and value will only be achieved by a strong and continued focus on innovation, improvement and accountability across the whole health and social care workforce.
- 1.1.3 The Health and Social Care Partnership is required by the Scottish Government to develop and publish a workforce plan for approval by the Integrated Joint Board, which sets out the strategic direction for workforce development and the resulting changes to our workforce.
- 1.1.4 This Workforce Plan has been developed using the Skills for Health "Six Steps Methodology for Integrated Workforce Planning"¹.
- 1.1.5 The Six Steps Methodology is a workforce model which enables provides a framework which can be applied across both health and social care services and, as such, allows the HSCP to take a coherent view of the workforce across all job families and sub-groups.
- 1.1.6 The workforce implications of service change and redesign are set out in Glasgow City HSCPs Workforce Plan (this document) which should be viewed in conjunction with the HSCP Strategic plan for 2019 – 22. These workforce implications highlight any planned service changes across the HSCP. Service transformation is governed through a range of structures across the HSCP, namely the Integration Joint Board, the Senior Management Team, Staff Partnership and Council Liaison fora and also Care Group Programme Board constructs.
- 1.1.7 It is critical therefore that all workforce plans whether stand-alone documents or part of wider service planning documents are signed off by a wide range of stakeholders including local management teams, service managers and planners, financial managers and local staff side representatives and partnership forums.
- 1.1.8 It is recognised by all stakeholders that the redesign and service change plans set out in this workforce plan are at varying stages of development and implementation. In addition a number of the projects are still the subject of continuing discussion with staff side and therefore outcomes may change as consultations are completed. This flexibility is reflected in the narrative of the plan. Some of these plans will change in response to external influences and events and this may affect projected workforce change.
- 1.1.9 Actions arising from this Workforce Plan
- 1.1.10 The workforce actions are noted within this workforce plan under each relevant heading/topic.

¹<http://www.skillsforhealth.org.uk/resources/guidance-documents/120-six-steps-methodology-to-integrated-workforce-planning>

1.1.11 Annual updates on progress against the aims and targets set out in the Workforce Plan will be provided to the IJB, Senior Management Team (SMT), Staff Partnership Forum (SPF) and other stakeholder forums e.g. the Glasgow City HSCP Workforce Board.

1.2 An overview of Glasgow City Health and Social Care Partnership

1.2.1 Glasgow City Council and NHS Greater Glasgow and Clyde agreed to adopt the integration joint board model of integration, which integrates children and families, criminal justice and homelessness services as well as those functions required by the Act. The functions delegated from Glasgow City Council to the Integration Joint Board represent almost all of the current Social Care functions of the Council, along with the budget for these functions. A similar range of health functions, along with the budget for these, are also delegated to the Integration Joint Board by NHS Greater Glasgow and Clyde.

1.2.2 A full list of the functions delegated to the Integration Joint Board by the Council and Health Board is available in the Integration Scheme which is published on the Glasgow City Health and Social Care Partnership website.

1.2.3 This plan is a strategic document which sets out the vision and future direction of health and social care services in Glasgow. It is not a list of actions outlining everything that the Glasgow City Health and Social Care Partnership are doing or plan to do over the coming years. The plan shows the objectives that we want and need to achieve in order to improve the health and wellbeing of the citizens of Glasgow, making best use of all the resources available to us. The detail about how we achieve those things will be developed through our local and city-wide engagement structures in collaboration with all partners in the public, independent and voluntary sectors, and in local communities, over the lifetime of the plan. This will be how we ensure the joint commissioning of services.

1.3 Vision

1.3.1 Glasgow City Health and Social Care Partnership believes “that the City’s people can flourish, with access to health and social care support when they need it. This will be done by transforming health and social care services for better lives. We believe that stronger communities make healthier lives”.

1.3.2 Our Principles

- Focussing on being responsive to Glasgow's population and focussing on reducing health inequalities
- Supporting and protecting vulnerable people and promoting their independence and social well being
- Working with others to improve physical, mental and social health and wellbeing and treating people fairly
- Designing and delivering services around the needs, talents, aspirations and contributions of individuals, carers and communities using evidence from what we know works
- Showing transparency, equity and fairness in the allocation of resources and taking a balanced approach by positively allocating resources where health and social care needs are greatest, with decisions based on evidence of what works and innovative approaches, focussed on outcomes for individuals and risk

accepted and managed rather than avoided, where this is in the best interests of the individual.

- Developing a competent, confident and valued workforce
- Striving for innovation and trying new things, even if they are difficult and untested, including making the most of technology
- Evaluating new and existing systems and services to ensure they are delivering the vision and priorities and meeting the needs of communities
- Developing a strong identity
- Focussing on continuous improvement, within a culture of performance management, openness and transparency.

1.4 Glasgow City HSCP Organisational Development Strategy 2018/2022

1.4.1 The Organisational Development Strategy has been designed to support the vision and principles for the HSCP as outlined in the strategic plan as well as to deliver the various elements of the workforce plan through the strands of:

- Culture;
- Service improvement and change;
- Establishing integrated teams;
- Leadership development.

1.4.2 Annual implementation plans will describe the activity that delivers this change

1.4.3 The Organisational Development strategy for the HSCP is detailed below:

Glasgow City Health and Social Care Partnership Organisational Development Strategy

The OD Strategy has been designed to support the vision and principles for the HSCP as outlined in the strategic plan as well as to deliver the various elements of the workforce plan through the strands of – Culture; Service improvement and change; Establishing integrated teams and Leadership development. Annual implementation plans will describe the activity that delivers this change.

HSCP principles are the measures of success 1.Focussing on being responsive to Glasgow's population and where health is poorest; 2.Supporting vulnerable people and promoting social well-being; 3.Working with others to improve health; 4.Services designed and delivered around the needs of individuals carers and communities; 5.Transparency, equity and fairness in the allocation of resources; 6.Competent, confident and valued workforce;7.Strive for innovation; 8.Develop a strong identity; 9.Focus on continuous improvement

Organisational Development Strand 1 HSCP Culture -To develop the values, attitudes and behaviours that support a healthy organisational culture, ensuring staff are engaged and prepared for future roles

Organisational Development Strand 2 Service Improvement and Change - Ensure consistent change management applied across HSCP with principles of Partnership working ;Value for money ; Quality approach; Improvement and sustainability ; Leadership developed to embed and sustain change

Organisational Development Strand 3 Establish Integrated Teams and team working -Effective team development process to support team development and measure impact of team leader's involvement

Organisational Development Strand 4 Leadership development Embed a leadership style that has a coaching approach to conversations either solutions or behavioural focus and building on organisational knowledge and learning

1.5 Organisational Development and Succession Planning

1.5.1 The immediate priorities for staff and workforce development will be

- Team effectiveness, leadership, development and engagement
- Succession planning to ensure our staff are fit for the integrated world they are operating in with a focus on relationship development, influence and collaborating
- Look at changes to ways of working and how to support and enable each other to take on new ways of working which contribute to the outcomes for the HSCP

1.5.2 Increasingly we must have the right people in the right jobs at the right times. We cannot afford to be without people who have the necessary knowledge, skills or behaviours to quickly fill a critical or key post when the need arises. This is Succession Planning.

1.5.3 On-going development of all staff to improve current performance, adapt to the changes being made to their existing posts, to broaden their expertise and contributions or move towards another post is essential. This is Career and Development Planning.

1.5.4 It is important to remember that staff will often move across as well as upward to a new post.

1.5.5 The workforce development required to support the HSCP Workforce Plan in the years ahead requires both succession planning and an approach to career and development planning which supports change. It is also recognised that the extent of potential change does impact on the capacity to develop and embed new ways of working and new models of care. This activity is essential to support staff through this process.

1.5.6 A Succession Planning proposal has been developed for discussion and consultation. This seeks to structure the process with the aim of providing a supported space for leaders at all levels to engage with their staff around their aspirations, development and then aligning those with opportunities to develop across the HSCP. The initial focus will be on identifying critical posts: current and future roles and understanding the critical competencies and experiences required. It is proposed that this is taken forward by a specific working group within the HSCP.

1.6 Key Priorities for the Partnership

1.6.1 The biggest priority for the Glasgow City Health and Social Care Partnership is delivering transformational change in the way health and social care services are planned, delivered and accessed in the city. We believe that more of the same is not the answer to the challenges facing Glasgow, and will strive to deliver on our vision as outlined below:

- **Prevention, early intervention, and harm reduction** We are committed to working with a wide range of partners across the city to improve the overall health and well-being and prevent ill-health of the people of Glasgow, including increasing healthy life expectancy and reducing health inequalities and the impact of deprivation through the delivery of services where they are needed most. We will continue to promote positive health and well-being, prevention early intervention and harm reduction. This includes promoting physical activity, acting to reduce exposure to adverse childhood experiences as part of our commitment

to 'Getting it Right for Every Child'², and improving the physical health of people who live with severe and enduring mental illness. We will seek to ensure that people get the right level of advice and support to maintain independence and reduce the instances of people having to engage with services at points of crisis in their life.

- **Providing greater self-determination and choice** - We are committed to ensuring that service users and their carers are supported and empowered to make their own choices about how they will live their lives and what outcomes they want to achieve. We recognise that those who have already received services (those with 'lived experience') have unique and valued perspectives that will be harnessed in helping to shape services into the future
- **Shifting the balance of care** Services have transformed over recent years to shift the balance of care away from institutional, hospital-led services towards services better able to support people in the community and promote recovery and greater independence wherever possible. Glasgow has made significant progress in this area in recent years, and we aim to continue to build on our successes in future years by investing in local people, neighbourhoods and communities to help us shift the balance of care. Over the next 10 years we will increasingly move towards health and social care services being delivered in local communities across Glasgow.
- **Enabling independent living for longer** Work will take place across our all Care Groups to support and empower people to continue to live healthy, meaningful and more personally satisfying lives as active members of their community for as long as possible. To do this will show ambition and be innovative to develop and try new ways of providing services that haven't been done before, even if that is difficult and sometimes more risky than the easy option.
- **Public Protection** We will work to ensure that people, particularly the most vulnerable children, adults and older people, are kept safe from harm and that risks to individuals or groups are identified and managed appropriately. We accept that not all risks can be avoided entirely. However, risk can be managed effectively through good professional practice

1.7 Moving Forward Together

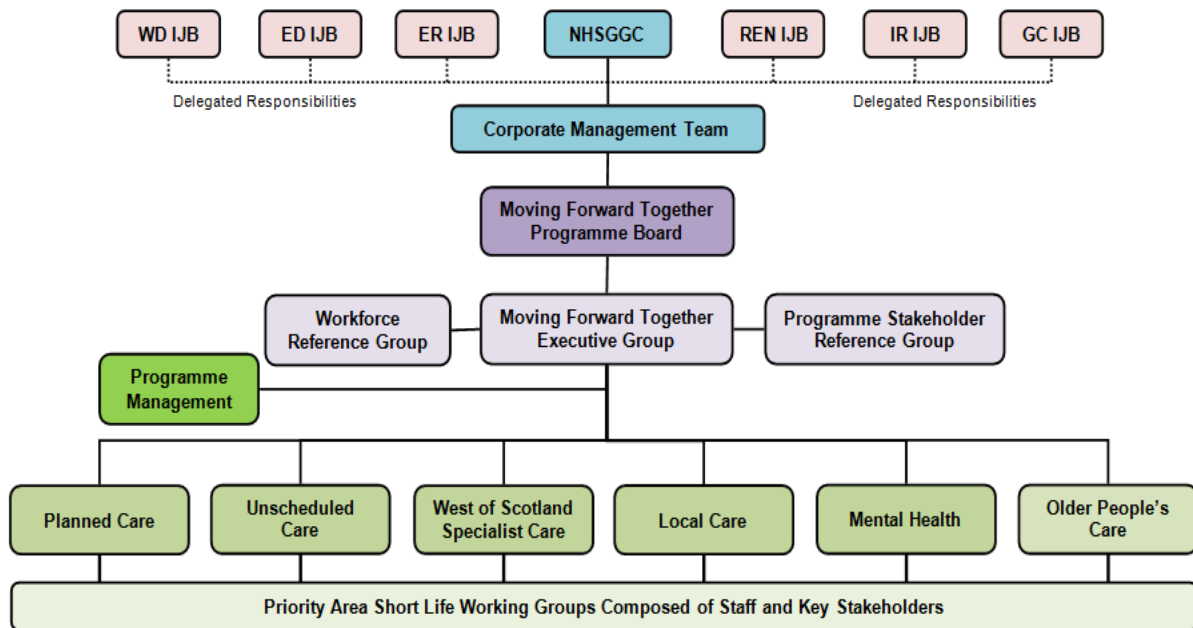
1.7.1 NHS Greater Glasgow and Clyde has developed a transformational change programme, Moving Forward Together, which sets out a vision for health and social care services. The aim of the strategy is to develop new models of care delivery which will provide safe, effective and person-centred care that is sustainable in the long term. The focus of the strategy is to ensure –

- People can look after and improve their own health and live in good health for longer
- People are able to live independently and at home or in a homely setting in their community
- Care is centred on helping to maintain or improve the quality of life of people
- Services contribute to reducing health inequalities

² <http://www.gov.scot/Topics/People/Young-People/gettingitright>

- Unpaid carers are supported to look after their own health and wellbeing and to reduce any negative impact of caring
- Service users are safe from harm
- Our staff feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- Resources are used effectively and efficiently

The diagram below provides detail on the governance arrangements in place for the work streams in place within the Moving Forward Together programme



1.8 Detail of the Third and Voluntary Sector Workforce

Glasgow City HSCP recognises the importance of service provision to our patient and client group within our care groups and localities within the HSCP involving Third and Voluntary sector colleagues. To date there has not been the opportunity to formally assess and record the detail of these workforce(s) as part of the workforce planning processes in place for the HSCP.

It is recognised that, given the many different service providers within this sector, provision of standardised detail could be challenging. However, going forward for future iterations of the workforce plan, there is a commitment to dialogue with our partners to seek to represent this detail on an on-going basis to ensure that as complete a picture as possible is provided regarding the range of services, individuals and skills provided.

2 Demand Drivers

2.1 Glasgow City

2.1.1 Glasgow is a vibrant, cosmopolitan, award-winning city known throughout the world as a tourist destination and renowned location for international events. The city has been transformed in recent years, becoming one of Europe's top financial centres and developed remarkable business and tourism sectors, whilst the physical enhancement of our city has been dramatic. However, our challenges in addressing deprivation, ill health and inequality are significant and well documented.

2.1.2 While much progress has been made in addressing these issues, but there is more to be done to ensure that there are opportunities for everyone in the city to live longer, healthier, more independent lives.

2.2 The Glasgow City Population Profile

2.2.1 Glasgow has a population of 615, 070, based on the 2016 census, which is 11.4% of the total population of Scotland.

2.2.2 The population is expected to continue to increase over the next few years and beyond, with a greater growth in the numbers of children in the city (6.3%) and older people (14.4%). Currently the population comprises of

- 110, 239 (17.9%) children aged 0 - 17
- 421,041 (68.5%) adults aged 18-64
- The population of older people aged 75+ rising by 14%

2.3 Glasgow City HSCP - Locality Profile

2.3.1 Within Glasgow City HSCP, services are organised by Care Groups (children, adult and older people) with a strategic centre and three operational areas.

2.3.2 There are three localities areas:

- North East Glasgow;
- North West Glasgow;
- South Glasgow.



2.3.3 Each of the three areas includes:

- a management team responsible for service delivery and co-ordination and ensuring implementation of the Partnership's policies and plans at a local level;
- management teams for adult services, children's services, older people's services and health improvement;
- a range of service user and carer networks and groups;
- primary care locality groups for GPs, a Primary Care Strategy Group and GP Forum;
- locality children's planning and implementation group; and,
- Care group planning groups.

2.4 Health as a driver of demand

2.4.1 Glasgow City contains 3 in 10 of the 15% most deprived data zones³ in Scotland. This is the highest proportion for a local authority. 116 of these data zones are in the North East of the city, while the North West has 83 and South has 89.

2.4.2 Around two fifths of Glasgow's entire population live in one of these 288 data zones, with around 54% of these people living in the North East of the City.

2.4.3 Key Health and Social Care Indicators

- Although increasing, life expectancy at birth in Glasgow is currently 72.9 years for males and 78.2 years for females (compared to the Scottish averages of 77.4 and 81.3).
- Around 12% of the Glasgow population aged over 16 live in 'bad' or 'very bad' health, with one third of Glasgow's population, around 170,000 people, suffering with one or more long term health conditions.
- More than 8,000 people in Glasgow currently may be experiencing dementia.
- Almost 2.7% of the population have some form of learning disability or learning difficulty.
- It is estimated that 17% of the population have a physical disability.
- Almost 6.9% of the population were recorded as having a hearing impairment and almost 2.5% of the population were recorded as having a visual impairment.
- It is estimated that up to 6,400 people in Glasgow have a form of autism.
- Around 9.3% of people in the City carry out unpaid caring duties, 57,000 people.
- A fifth of the city's Adult population have common mental health problems compared to 16% of Scotland's adult population.
- Over one fifth (23%) of Glasgow's adults are estimated to drink hazardous/harmful levels of alcohol – this is slightly less than the national average of 25%.
- Glasgow has an estimated 13,000 problem drug users, 3.2% of the adult population – almost double the national average of 1.7%.

2.4.4 Each of the HSCPs localities has unique populations and consequently differing health and social care needs.

³ Data zones are a common, stable and consistent, small-area geography produced by the Scottish Government. To produce data zones, groups of 2001 Census output areas with between 500 and 1,000 household residents are identified. Where possible, data zones respect physical boundaries and natural communities. They have a regular shape and, as far as possible, contain households with similar social characteristics.

2.4.5 North East Locality

2.4.6 North East locality covers the following Local Area Partnerships:

- Calton;
- Springburn;
- East Centre;
- Shettleston;
- Baillieston; and,
- North East.

2.4.7 The total population of North East Glasgow is 167,518 people.

2.4.8 The health rating of general population in the North East shows 10.7% have 'bad' or 'very bad' health. This is higher than the city average of 8.7%

2.4.9 There are a number of factors affecting the health of the people living in North East Glasgow. Male and female life expectancy is significantly lower than the Scottish average, although it has been rising over time. Mortality rates from coronary heart disease, cerebrovascular disease and cancer (all under 75s) are all higher than the Scottish average, as are deaths from alcohol conditions in the last five years which is one of the highest death rates in Scotland. The proportions of the population hospitalised with alcohol conditions and with drug related conditions are also higher than the Scottish average.

2.4.10 Drug prescribing for mental health problems is significantly higher than average. Suicide death rate (23.4 per 100,000 population) is also significantly higher than the Scottish average (15.1 per 100,000).

2.4.11 North East Glasgow has a significantly higher percentage of adults claiming incapacity benefit/severe disability allowance than the Scottish average. Levels of income and employment deprivation, the percentage of working age population claiming Job Seeker's Allowance, dependence on out of work benefits or child tax credit, and people claiming pension tax credits are all significantly higher than the Scottish average.

2.4.12 The crime rate (76.4 per 1,000 population) is higher than the Scotland average (49.5 per 1,000 population). Rates of referrals to the Children's Reporter for violence-related offences, and rates of patients hospitalised following an assault are also high.

2.4.13 Breast screening uptake is lower than the Scottish average. The prevalence of pregnant mothers who smoke, and the rate of teenage pregnancies (under 18s) are both higher than average, while the percentage of babies exclusively breastfed at 6-8 weeks is lower than the Scottish average. Child dental health in primary 1 is worse than the Scottish average, although we have seen improvements in recent years as a result of concerted efforts to promote tooth brushing in schools and nurseries.

2.4.14 Initial Priorities for North East Locality

- Development of a Health and Social Care Centre on the Parkhead Health Centre and Hospital site;
- Working with families, especially through early intervention, to improve the life chances for children, with a specific focus on reducing the number of children who need to be looked after by the Council;

- Development of new adult mental health wards on the Stobhill Hospital site;
- Continuing to improve waiting times to access primary care mental health teams;
- Re-design of Older People's Mental Health Services to make sure that we deliver services in line with the most up to date care pathway;
- Focus on improving the uptake of cancer screening by local residents as these are below the Health Board average; and,
- Supporting the development of the Thriving Places agenda in Parkhead/Dalmarnock and Easterhouse.

2.4.15 North West Locality

2.4.16 North West locality covers the Local Community Area Partnership areas of:

- Anderston / City/ Yorkhill
- Hillhead
- Partick East/ Kelvindale
- Garscadden / Scotstounhill
- Drumchapel / Anniesland
- Maryhill / Kelvin
- Canal
- Victoria Park

2.4.17 The total population of North West Glasgow is 206,483 people.

2.4.18 There is a large proportion of people of working age, however this is due to the very high numbers of young people aged 16- 24 years (with students representing 13.5% of the total population in North West).

2.4.19 The minority ethnic population, including black or minority ethnic (BME 11.9%) and other white non UK/non Irish (4.9%) is higher than the overall Glasgow level (BME 11.6% and other white non UK/non Irish 3.9%). The percentage of the minority ethnic population varies significantly across the North West locality from 8% in Drumchapel/Anniesland to 32% in Anderston/City.

2.4.20 A significant feature of North West locality is the very marked difference in the social and economic circumstances of people living in different areas in the locality, therefore an overview of statistics relating to the entire North West can mask stark inequalities within the locality.

2.4.21 There are a number of factors affecting the health of the people living in North West Glasgow. Male and female life expectancy (71 and 77.2) is lower than the Scottish average (74.5 and 79.5) However there is a gap of 16 years between average male life expectancy in Possilpark (64.1) and Kelvinside (80.1) and 12.3 year gap in female life expectancy between Drumry East (72.2) and Victoria Park (84.5) .

2.4.22 Mortality rates from coronary heart disease, cerebrovascular disease and cancer (all under 75s) are all significantly higher than the Scottish average, as are deaths from alcohol conditions over the last five years. The proportions of the population hospitalised with alcohol conditions and with drug related conditions are also higher than the Scottish average.

2.4.23 Drug prescribing for mental health problems is significantly higher than average in North West. Suicide death rate (21.6 per 100,000 population) is also higher than the Scottish average (15.1 per 100,000).

2.4.24 North West Glasgow has a lower level of out of work benefit claimants than the level for the rest of Glasgow. The level however is not uniform across North West, ranging from 8.7% in Hillhead to 24.1% in Canal.

2.4.25 The crime rate in North West Glasgow (81.4 per 1000) is significantly higher than the Scotland average (49.5 per 1000) and the highest of all Glasgow localities areas; this is likely due to Glasgow city centre being part of North West locality. Rates of referrals to the Children's Reporter for violence-related offences and rates of patients hospitalised following an assault are also significantly high.

2.4.26 Breast screening uptake is lower than the Scottish average. The prevalence of pregnant mothers who smoke is lower than the Scottish average whilst the rate of teenage pregnancies (under 18s) is higher than average. The percentage of babies exclusively breastfed at 6-8 weeks at 29.4% is higher than the Scotland average. Child dental health in primary 1 is worse than the Scottish average with 49% of children with no obvious signs of decay.

2.4.27 Initial Priorities for North West

- Delivering the new Woodside Health and Care Centre to support integrated working and improve access to primary care, community health and social care services;
- Working with partners to reduce the impact of health inequalities evident across North West, with a particular focus on the Thriving Places programme in Ruchill/Possilpark, Drumchapel and Milton/Lambhill;
- Improving the life chances for children, through implementation of 'Getting It Right For Every Child' and the new Children and Young People's Act;
- Working with GPs and the wider primary care team to develop 'locality clusters' to support service integration and partnership working;
- Achieve waiting time and access targets for services, including improving access to psychological therapies and reducing delayed discharges;
- Leading the implementation of service improvement and redesign work arising from the Sexual Health Services review
- Leading a range of programmes to improve Adult Services across the City, alongside meeting the challenge of delivering service efficiencies and savings.

2.4.28 South Locality

2.4.29 The South locality covers the Local Community Planning Area Partnerships of:

- Greater Pollok;
- Newlands / Auldburn;
- Southside Central;
- Pollokshields;
- Govan;
- Langside;
- Craigton;
- Linn.

2.4.30 The total population of South Glasgow is 220,489 people.

- 2.4.31 A particular feature of the locality is that a large number of people from an ethnic minority live in the South of the city, and make up 14.2% of the total population. In addition, there is also a lower percentage of people aged 65 and over as compared to the Scottish average (significantly different in the age 75 plus age group).
- 2.4.32 There are a number of factors affecting the health of the people living in South Glasgow. Male and female life expectancy is significantly lower than the Scottish average, although it has been rising over time.
- 2.4.33 Mortality rates from coronary heart disease, cerebrovascular disease and cancer (all under 75s) are all significantly higher than the Scottish average, as are deaths from alcohol conditions in the last five years. The proportions of the population hospitalised with alcohol conditions and with drug related conditions are also higher than the Scottish average.
- 2.4.34 Drug prescribing for mental health problems is significantly higher than average. Suicide death rate (19.5 per 100,000 population) is also higher than the Scottish average (15.1 per 100,000).
- 2.4.35 South Glasgow has a significantly higher percentage of adults claiming Incapacity Benefit/Severe Disability Allowance than the Scottish average. Levels of income and employment deprivation, the percentage of working age population claiming Job Seeker's Allowance, dependence on out of work benefits or child tax credit, and people claiming pension tax credits are all significantly higher than the Scottish average.
- 2.4.36 The crime rate (63.9 per 1,000 population) is significantly higher than the Scotland average (49.5 per 1,000 population). Rates of referrals to the Children's Reporter for violence-related offences, and rates of patients hospitalised following an assault are also high
- 2.4.37 Breast screening uptake is lower than the Scottish average. The prevalence of pregnant mothers who smoke is lower than the Scottish average whilst the rate of teenage pregnancies (under 18s) is higher than average. Although an increasing figure in the South Locality, the percentage of babies exclusively breastfed at 6-8 weeks at 22% is lower than the Scotland average. Child dental health in primary 1 is worse than the Scottish average with 49% of children with no obvious signs of decay.
- 2.4.38 Priorities for South Glasgow
- Delivering New Gorbals Health & Care Centre to support integrated working and improve access to primary care, community health and social care services;
 - Responding with partner agencies to the specific needs in the Govanhill area including housing and the significant Roma population;
 - Taking forward the Thriving Places agenda in Gorbals, Govan and Priesthill Househillwood;
 - Supporting the development of new residential care facilities in Pollock
 - Completion of the redesign of mental health services at Leverndale;
 - Taking forward the Govan integrated care project with four GP practices testing new forms of integrated service delivery with community health, social care and the third sector to support and prolong independent living in the community harnessing all available resources;
 - Developing Housing Options with four housing associations to prevent and avoid homelessness through a committed earlier cross agency response;

- Extension of Food for Thought through network of community gardens with housing associations and local communities;
- On-going delivery of health improvement programmes for older people, encouraging older people to improve their health; and,
- Continue to deliver smoking cessation work with the local BME population.

2.5 Equalities

- 2.5.1 Glasgow has a very diverse population, with interpreting services providing support for over 80 regularly used languages in the city. Our minority ethnic population has more than doubled in the last decade, with growth across most ethnic groups, but most significantly in African, Polish and Roma communities. We welcome and support around 3000 people seeking asylum per year.
- 2.5.2 We understand that around one in every fourteen residents are Lesbian, Gay, Bisexual or Transgender (LGBT), although we have further progress to make in enabling service users and patients to routinely disclose equalities information.
- 2.5.3 We will work to establish strong working arrangements with equalities networks within and beyond the city. This will include continuing to support the Community Planning Partnership's equalities work in particular, to work with partners to support the Single Outcome Agreement, which sets out the planned improvements for local areas' thematic and place based priorities.
- 2.5.4 We aim to remove discrimination in accessing all of our services; ensure that our services are provided in an equalities sensitive way; contribute to reducing the health gap generated by discrimination; and, work in partnership, to make Glasgow a fairer city.
- 2.5.5 Both the NHS Board and Council routinely publish Equalities progress reports which highlight the significant progress that is already being made. We will continue this journey to improve the health and care outcomes for equalities groups, recognising the additional challenges experienced by equalities groups living in poverty.
- 2.5.6 The Equalities Act (2010) required public sector bodies to comply with general equalities duties. Integration Joint Boards are included in the list of public sector organisations relevant to the Act and Glasgow City HSCP have therefore developed Equalities Outcomes and report on these annually to the Integrated Joint Board.

2.6 Care Groups/Core Leadership Groups

- 2.6.1 The following text sets out the drivers which will influence the Glasgow City HSCP workforce within each of our main Care Groupings and are described under the following headings:
- Older People's Services
 - Children's and Families Services
 - Adult Services
 - Business Support

2.6.2 Details of the identified actions for the workforce are described for each of the care groupings in Chapter 3 of this document.

2.7 Older People's Services

2.7.1 There are currently a number of service arrangements in place within Glasgow City to deliver older people and physical disability health and social care services across the city. These range from:

- Area based social work teams;
- Hospital interface social work teams;
- Social work occupational therapy teams;
- GP cluster based district nursing teams;
- Locality based community rehab teams;
- Locality based specialist nursing teams;
- Locality based older people's mental health teams;
- Citywide specialist nursing resources;
- Professional nursing support;
- Citywide residential and day-care services.

2.7.2 These services are not all co-terminus and cross cover in terms of location and service provision. There are also a number of direct access points and duty systems for each of these services which do not relate to each other.

2.7.3 Some but not all of the teams have direct connections to GPs and there are a varied set of arrangements in place in relation to the interface with acute.

2.7.4 Proposals for the development of Older People's Services

2.7.5 As noted previously within this document Glasgow city is currently divided into to 3 localities all with a network of health and social care services, partner agency services and community and third sector services.

2.7.6 The HSCP has agreed new arrangements for delivery of older people, adopting a community/neighbourhood model which will reflect the development of the GP cluster arrangements and link to natural communities.

2.7.7 We are establishing neighbourhood teams to deliver integrated health and social care services for older people and those with long term conditions, based on the principle of supporting people with increasing levels of frailty and complex needs to live longer at home. It is our ambition to provide an older people's system of care across the City that ensures that services users/patients get access to the service at the right time and can live well for longer within their own community.

2.7.8 The model will consist of 20 GP clusters' across the City

- 7 in South,
- 7 North West
- 6 North East

2.7.9 In broad terms these clusters are geographically based although a number of cross boundary issues still exist with GP patient lists. We are establishing 10 neighbourhood teams in the new arrangements

- 4 covering South Glasgow;
- 3 covering North West Glasgow
- 3 covering North East Glasgow

2.7.10 These neighbourhood teams will link to the broad geographical area that the clusters cover.

2.7.11 Rationale for Change

2.7.12 The challenge facing Glasgow City HSCP is how to maximise the opportunities of Health and Social Care integration to deliver effective and efficient services. Current drivers include:

- Glasgow's high use of care home places
- New GP contract and cluster arrangements
- Agreed shift in resources to support home based care
- Financial pressures across Health and Social Work

2.7.13 Evidence suggests that joint approaches between Health and Social Care that result in a multi-component approach are likely to achieve better results than those that rely on a single or limited set of strategies (King's Fund 2011). The establishment of Neighbourhood Teams will allow for:

- Community-based multi-professional teams based around general practices that include generalists working alongside specialists
- Joint care planning and co-ordinated assessments of care needs
- Clinical records that are shared across the multi-professional team
- Streamlined access and response for service users/patients
- Earlier intervention and prevention approach.

2.7.14 We expect the integrated models of service delivery to:

- Increased patient satisfaction
- Increased staff satisfaction
- Increased access to services
- Reduce the number of professionals involved in delivery of care
- Utilise neighbourhood capacity
- Enhance trust between services

2.7.15 Vision for integrated Teams

2.7.16 Neighbourhood Teams are being formed based on the following principles:

- Neighbourhoods within Localities will reflect local population profiles and will be inclusive of emerging Clusters of GPs (in some cases, Clusters might span Neighbourhoods)
- A Service Manager will lead each Neighbourhood team to ensure health & social care activity is connected to that of key partners and will work closely with primary care services to support people with complex presentations.
- The team will include directly employed health & social work leads and will establish strong links with Housing and 3rd Sector organisations within a neighbourhood.

- The team will work to a system of cross-discipline referral & information sharing that enables effective MDT input to complex cases.

2.7.17 Teams will:

- Manage access for both Health and Social Care services but build on existing access routes while considering opportunities for more integrated systems
- Better joint working with GPs and other contractors
- Joint assessment focussed on agreed outcomes
- Person centred joint anticipatory care planning
- Joint monitoring and review
- Shift in culture towards home based care including enablement/ re-ablement
- Prevention of unnecessary admissions to hospital and prompt discharge home
- Support structured community management of high risk individuals
- High quality palliative and end of life care delivered in place of choice
- Supporting people to manage their own illness
- Flexible and responsive team approach to care, delivered at home across 24/7
- Ensure best use of resources such as day care and residential/nursing care

2.7.18 We are also developing a new Home is Best Service that will be a key component of the City's HSCP's response to unscheduled care and delayed discharge. The team will assist in:

- Reshaping the design and delivery of care for older people across the City ensuring there is a clear focus on maintaining their independence; health and wellbeing.
- Ensuring that older people have access to the right service at the right time.
- Establishing close working relationships with Acute Hospital Staff and Glasgow HSCP staff.
- Redirecting patients who may have unplanned admission to community based Health and Social Care Services.
- Improving patient flow through the acute system, ensuring that patients can return home, or to a homely setting, at the earliest opportunity.
- Facilitating supported discharge in patients who when assessed may not require admission but could be supported in the community.

2.7.19 The drivers for developing this proposal are:

- Increasing older population
- Reduction in hospital beds
- Glasgow's high use of care home placements
- Shift in culture towards home based care including enablement/ re-ablement
- Financial challenges in Health and Social Care
- National Target - patients who are defined as medically fit for discharge to be discharged home within 72 hours.
- Government aspiration that discharges should be earlier in the day and be the same 7 days per week
- Focus on improving outcomes, not services

2.7.20 At the present time patients can be delayed in an acute bed due to multiple reasons.

- 2.7.21 An important root factor identified is a lack of timely information to connect the person at the earliest possible time in their hospital journey. The opportunity to engage and connect with people is happening too late in the person's assessment/ admission and is impacting on potential discharge outcomes. Information sharing between the acute and community teams is inconsistent and patchy. There is a lack of a co-ordinated response to admission avoidance and community alternatives to prevent admission are often not available.
- 2.7.22 The Home is Best Service will be developed on key principles which will include:
- Avoid preventable admissions from front door where appropriate , 'whole system' approach -or patients/service users following assessment/screening
 - Plan discharge direct from admission involving patients and carers , explore a named person , responsible for all aspects of the patients journey based on most relevant MDT professional
 - Staff will work within a framework of integrated multi-disciplinary and multi- agency team working to manage all aspects of discharge.
 - Person centred approach - everyday problem, move away from focus on census point.
 - Good communication with patient, carers and ward staff to head off future difficult conversations/ decisions
 - Discharge to assess. Long term care assessment / decision should not take place in an acute hospital setting.
 - Robust interface between the hospitals based integrated teams and the emerging neighbourhood teams.
- 2.7.23 District Nursing
- 2.7.24 District nursing services play an important role in helping people to maintain their independence by supporting them to manage long term conditions and treating acute illness. These services are key to policies that aim to provide care closer to home such as the Scottish Governments 2020 vision. They deliver an ideal model of person - centred, preventative, and co-ordinated care which can reduce hospital admissions and help people stay in their own homes.
- 2.7.25 District nurses are leaders in community nursing teams and co-ordinate increasingly complex care for people at home and in the community. They operate within the current, rapidly evolving policy landscape, working within the context of integrated health and social care, and the evolving models of community care.
- 2.7.26 District nurses are instrumental to the delivery of care which is integrated from the point of view of service users by ensuring high quality person centred care, care co-ordination and joint working across health and care agencies. Their skills are essential in helping transform the multi –disciplinary future for primary care.
- 2.7.27 The new GP contract will see a significant shift in work away from general practitioners to the wider health care team. In order to meet the growing demand it is essential that the district nursing workforce is adequately resourced to meet the challenge. Despite the acknowledgement that these services are key to future models there remains a dichotomy between the frequently stated policy ambition to offer care closer to home and the continued focus on acute hospitals in terms of resources.

- 2.7.28 In order to ensure that services are fit for the future NHSGGC carried out a review of district nursing services in 2012 which set out the workforce model going forward. In addition the service uses the national workforce tool to plan the workforce, assess workload and to ensure maximum efficiency and productivity.
- 2.7.29 Occupational Therapy
- 2.7.30 The National Delivery Plan (NDP) for the Allied Health Professions in Scotland (2012)⁴ identified AHPs as experts in rehabilitation at the point of registration, bringing a different perspective to the planning and delivery of services, it stated that AHPs are uniquely placed to exploit their expertise in enabling approaches through providing rehabilitation and re-ablement approaches across health and social care as well as driving integrated approaches at the point of care.
- 2.7.31 The national active and Independent Living and Improvement Programme (AILIP), builds on the work of the NDP and will focus on the contribution of AHPs throughout the life curve and emphasise their contribution in early intervention, rehabilitation and enablement.
- 2.7.32 A key message within the AILIP will be the importance of integrated working. Occupational Therapists are traditionally employed across health and social care structures. This means that they function separately with separate management and professional leadership arrangements, and different working practices.
- 2.7.33 The establishment of Health and Social Care Partnerships (HSCPs) provides the opportunity to consider the current systems and how these can be improved to enhance service delivery A review of Occupational Therapy across health and social care has been undertaken in Glasgow across older peoples services. The recommendations of this review are being implemented and include: ensuring that the service is more connected, duplication is reduced, and that the concept that all OTs are “Glasgow HSCP OTs” regardless of whether they are employed by NHSGG&C or Glasgow City Council, is embedded across the HSCP. This will be supported by a competency framework and will be implemented on a phased basis across all care groups.
- 2.7.34 The integration agenda provides the opportunity to ensure consistent governance across OT, establish one performance management framework and develop one workforce plan which will include support staff/social care assistants. The existing “health” workforce plan can be used as an initial stage of this.
- 2.7.35 The emphasis in the strategic plan around early intervention and prevention could suggest that more Occupational Therapists should work in Primary Care. The majority of the current NHSGGC workforce are deployed in secondary care services. Similarly given their skills within rehabilitation, the focus on “home is best”/organising discharge as early as possible, could recommend that a high proportion of the Occupational Therapy resource should be in the community to facilitate early discharge and provide re-ablement and rehabilitation.
- 2.7.36 The emphasis in the AILIP is also around prevention and early intervention and would support this shift in the workforce.

⁴ www.scotland.gov.uk/Publications/2010/06/15133341/0

2.8 Children's and Families Services

The **Glasgow Integrated Children and Young People Service Plan 2017-2020** sets out the context, priorities and outcomes for all children's services in the city. The key drivers that inform the plan are:

- The policy framework outlined in **Getting it Right for Every Children** and a range of other policy and legislative changes being implemented by the Scottish Government.
- The impact of **poverty and inequalities** on children and young people in Glasgow.
- The **Transforming Glasgow** agenda is a focus on transforming services to be more efficient and to make best use of resources to resolve issues early, so that we can prevent crisis situations occurring.
- Responding to the improvement recommendations as detailed in the report by the **Care Inspectorate** on the findings from their inspection of children's services in Glasgow City in 2017.
- The **significant financial challenges** facing local authorities, the NHS and third sector organisations are still affecting our capability to provide high quality services.
- Policy changes taking place in a wide range of other areas, such as primary care (for example the Vaccination Transformation Programme), mental health and alcohol and drugs services.

Expected outcomes from our transformation programme are:

Medium term

- Re-focusing investment on sustainable family and community based supports that promote early intervention and prevention
- Preventing, where possible, children and young people from coming into statutory care
- For those children, who are already in care, we want to promote the longer term stability of placements
- Reducing our reliance on more institutional forms of care for young people

Longer term

- Working with other agencies in the city to reduce child poverty
- Achieving positive physical and emotional health and wellbeing outcomes for children and young people
- Improvement in positive destinations for care experienced young people

The transformation programme for children's services is based on a series of inter-related reviews and re-designs projects to substantially shift the balance of care from acute, crisis driven activity towards prevention and early intervention. This is a system-wide programme of work which requires strong partnership working with colleagues in Education Services and the third sector. The key work streams are:

2.8.1 Improving the care pathway for care experienced children and young people

- Continuing to improve assessment and care planning for looked after children.
- Reviews and re-designs of our intensive services for children and young people, including the young women's centre, the Intensive Supervision and Monitoring Service (ISMS) and Functional Family Therapy.

- A commissioning strategy for young people with complex care needs who will be in need of support into adulthood
- Specific outcomes are a reduction in children moving into formal care, more appropriate placements made available for young people and reductions in the use of high cost placements/ secure placements/purchased foster care placements, especially those located out-with Glasgow.

2.8.2 The development and implementation of a family support strategy

- Which will ensure that we have an agreed definition of family support, a consensus amongst the multiple funding agencies on the priorities for investment,
- Development of a commissioning framework
- Improved sustainability for third sector providers.
- Increased investment in prevention and early intervention services that focus on building the capacity of families and communities.
- Increased recruitment drive in family based respite and shared care.

2.8.3 Develop and modernise the continuing care arrangements

- Capacity within formal care arrangements is currently being overseen by the Continuing Care group. The outcomes of this work will be to improve the outcomes for young people (e.g. education, training, employment and housing) and enhance capacity in responding to the increasing number of young people who will require longer term services as a consequence of them being accommodated by the council for longer periods.

2.8.4 Kinship Care

- To ensure the correct balance of care is afforded to kinship families, in order to promote stability of placements and to ensure kinship care remains the primary consideration when children are no longer able to remain in the care of birth families
- Extend family network searching through models of “life-long links” services and ensure every opportunity to enhance kinship placements are made available.

2.8.5 Social Work Services Residential Services

The Residential Review is considering issues around more effective rehabilitation, short stays, long term units, the needs of younger children and the challenges around continuing care. In parallel the service will modernise the placement process and improve the matching of children to the most appropriate resource and providing choices in relation to type and location of placements for children and young people. Furthermore, the service will continue to improve arrangements around its accommodation strategy, initiatives around homelessness, the needs of unaccompanied asylum seeking children and initiatives around more flexible family based support.

2.8.6 Provided Foster Care and Purchased Foster Care

The service will review and, where appropriate, seek to reform the current provision, ensuring that, as far as is possible, the number of carers within and closer to Glasgow is maximised as well as the recruitment of more respite and supported carers. Particular attention will be made to matching children’s needs to choice and outcomes.

2.8.7 Development of integrated health and social care neighbourhood teams

To create integrated health and social work team that will be based around local geographic areas and facilitate improved partnership working between children's health and social work services and the wider public and third sector organisations. Our expectation is that the integrated teams will include social work, health visiting, school nursing, CAMHS and community paediatric staff who will work in teams managed by integrated service manager posts.

2.8.8 Health Visiting

Ring fenced funding has been made available to Health Boards across Scotland to deliver the new Universal Pathway for children under the age of five. The underlying assumption is that health visitors will assess and make plans to meet all under 5s children's health and wellbeing needs utilising both their clinical knowledge and the Getting it Right for every Child national practice model. NHSGGC has undertaken significant work to develop an appropriate workforce model for this service. It is anticipated that by the end of January 2019 Glasgow City HSCP will have an additional 123 health visitors in the workforce.

Following the recent decision at a national level to review the role of Health Visitors within NHS Scotland, work is underway to complete the move of staff who fulfil the requirements of the new job description from an AFC Band 6 to an AFC Band 7. The estimated cost of this for Glasgow City HSCP is currently approximately £2.0 million.

Within this envelope of increased health visiting resource there will be opportunities for the HSCP to re-design services and maximise efficiencies in service delivery models. Following the grade change for the services, this will be a focus of activity to ensure services remain in financial balance and also reflect the enhanced roles within the team and grading structure.

2.8.9 School Nursing

Glasgow City HSCP is developing a local service plan for school nursing that will outline the tasks and functions that can reasonably be undertaken by the school nursing services within its existing complement of staff and in the context of changes to the wider health services for school age children, such as the on-going reviews of the Youth Health Service and Sandyford Sexual Health Services.

2.8.10 Family Nurse Partnership (FNP)

Family Nurse Partnership (FNP) is a voluntary programme for first time mothers aged 19 and under. It is an intensive, structured home visiting programme which is delivered by specially trained nurses to pregnant women from under 28 weeks gestation through to their child's second birthday. The Scottish Government is committed to the further expansion of the FNP programme. The funding, however, is non-recurring as it is subject to the annual spending review and is not committed beyond 2020.

2.8.11 **Changes to Children and Families' Workforce**

2.8.12 **Community Child Health Services**

NHSGGC has prioritised the development of community children and family services, based on the national policy directives such as Health for All Children⁵, the Early Years' Framework⁶ and Getting it Right for Every Child and most recently CEL13(2013) Public Health Nursing Service Future Focus our own local policy paper Mind the Gaps⁷. Key deliverables from this work have included:

- Enhancing the capacity and infrastructure of our children and family teams to support delivery particularly to vulnerable children.
- Developing leadership and creating management capacity for the expanded teams.
- Introducing an NHSGG&C - wide GIRFEC framework.

A recruitment drive remains in progress and students are supported through the Specialist Community Public Health Nursing (SCPHN) Health Visiting Programme in order to increase our health visiting capacity by 123 WTE posts in line with the Scottish Government's health visitor investment programme.

In preparation for the implementation of the Named Person and the introduction of the revised 0-5 Universal Pathway Child Health Pathway, health visitors, practice development nurses, practice teachers and team leaders are receiving continuing professional education with a focus on the nationally agreed priority topics.

2.8.13 **Social Work Services**

The Children and Families Core Leadership team have agreed critical and substantial areas of activity for Children's Social Work staff. These are:

- Child Protection;
- Looked After Children;
- Looked After and Accommodated Children and focus on planning for permanence.
- Reports to SCRA;
- Kinship Care Placements.

⁵ Health for all children: <http://www.gov.scot/Resource/Doc/37432/0011167.pdf>

⁶ Early years framework: <http://www.gov.scot/resource/doc/257007/0076309.pdf>

⁷ Mind the gaps: <http://www.gov.scot/Publications/2003/10/18358/28082>

Scottish Government (2013) Public Health Nursing Service Future Focus. Chief Executive Letter Edinburgh, Scottish Government.

As part of our workforce planning process an exercise to project required need using a time weighting for each task associated with these priorities was conducted (using baseline staffing figures for Qualified Social Workers as at August 2016). Even assuming these figures remain at the same level until April 2019, it is projected that there will be a deficit in the workforce required to deliver these services. However, the capacity of the workforce to deliver has been compounded further by staff leaving the service and posts not being filled because of the Council's budget constraints. Furthermore, despite fewer children being taken into care, the number of children being referred to social work remains at a consistently high level – for example, the number of cases open to the system at approximately 12,000 children – and places considerable strain on staff. In response, therefore, the HSCP has made a commitment to fund the recruitment of an additional 40 qualified social workers in 2018/19 to fill gaps in the workforce.

During 2018/19 we have made a major investment in our residential care services, through the recruitment of a peripatetic team to support the existing staff in our children's homes; this has included a management post, 2 senior practitioners and 34 day and night duty workers. While this represents a significant investment, the intention will be to review the staffing each year in accordance with the recommendations of the transformational programme. When fully operational the team will provide the following benefits:

- Support staff annual leave, short term sickness, learning & development and staff redeployment for various reasons
- Reduce the current level of "Violence to Staff" requests for the removal of a child to purchased providers.
- Ensure the correct numbers on duty to provide specialist support for young people and the risk management of particular individuals/groups.
- Assisting in the return of children currently placed out with the city to provided residential care. Provided residential will become the sole high cost intensive bed and assist in the elimination of external high cost.
- This staffing model will specifically assist in avoiding leakage to high cost.
- Assist in the reduction of placing children in secure services by allowing the majority of children to remain looked after within provided residential care.
- Assist the rehabilitation of children back to the parental home/ kinship placements support parents/carers and encourage the fulfilment of their parental responsibilities to their children as fully as possible.
- Support the current analysis of trends, needs and required resources in line with the current and future modernization programme.
- Support educational placements.
- Facilitate changes to the role and function of smaller units.
- The staffing will also be reviewed in tandem with the review of role and function of provided residential care and with a specific focus on staffing relative to need.
- The staffing and role/ function will also be radically effected by the introduction of the 'intensive outreach team' assisting the sector by reducing admissions, as this team impacts this will require an ongoing review of number of beds and staffing.

2.9 Adult Services

2.9.1 Within the HSCP Adult Services includes mental health, learning disabilities, alcohol and drugs, homelessness, sexual health, prison health care, police custody and Criminal Justice Social Work.

2.9.2 The main common drivers which will influence workforce planning for Adult Services include

- Rising demand
- Ageing workforce with forecast increase in retirements
- Impact of poverty, welfare reform and job insecurity on people's mental resilience
- National strategies e.g. mental health, alcohol and drugs, learning disabilities
- National professional workforce models and benchmarking projects
- National inspections and audit reports e.g. MWC, Housing Regulator
- Local transformation programmes.
- HMIP and HIS Prison inspections
- Recently published HIS Standards for Healthcare and Forensic Medical Services for people who have experienced rape, sexual assault or child sexual abuse – Children, Young People and Adults

2.9.3 Mental Health

2.9.4 Glasgow City leads on whole system planning and clinical leadership for mental health services and workforce across all 6 HSCP areas, 2 of which (East Dunbartonshire & East Renfrewshire HSCPs) are non-bed holding.

2.9.5 There are 3 inpatient sites across Glasgow City HSCP which provide 392 beds and 9 Community Adult and Older Peoples Mental Health Service Teams, 3 Primary Care Mental Health Teams and 3 Psychotherapy Teams (15 teams in Glasgow City HSCP)

2.9.6 In the past three decades two major themes have impacted on the configuration of the mental health workforce

- The closure/downsizing of the large psychiatric hospitals (mainly the continuing care beds);
- The development of the community based teams to support the care in the community programmes.

2.9.7 Within NHSGGC mental health services, community developments have also expanded beyond generic Community Mental Health Teams (CMHTs) to create specialist community services.

2.9.8 The mental health workforce also faces specific issues which will impact on the workforce, these are:

- An ageing workforce
- Mental Health Officer Status
- Application of the national workforce and workload planning tool
- Nursing staffing standards.
- 5 year Mental Health Strategy

- 2.9.9 Ageing Workforce
- 2.9.10 The MHS nursing workforce exhibits an older profile
- 2.9.11 Of the **2360** wte staff in post, **896** are aged between 50 and 60 years old with a further **180** aged over 60. This represents an increase of 30% in staff aged over 50 years old in the past 5 years.
- 2.9.12 MHO Status
- 2.9.13 **As at June 2018 360 staff (or 15%)** of the workforce retained Mental Health Officer (MHO) pension status which allows some staff members to retire at age 55 years with full pension benefits
- 2.9.14 Workforce and Workload Planning Tool
- 2.9.15 NHS Boards are mandated by SGHD to use the validated Nursing and Midwifery Workforce and Workload Planning (NMWWP) tools to assist with workforce planning and to ensure safe and effective staffing levels. At the present time a tool exists for in-patient services which is used in conjunction with a formal professional judgement tool and a number of quality measures. It is expected that the use of the NMWWP tools will become a statutory requirement under the proposed legislation on safe staffing levels within the NHS and social care.
- 2.9.16 Nursing Staffing Standards
- 2.9.17 The Royal College of Nursing (RCN) recommends a % skill mix of registered to unregistered nurses at a ratio of 65:35. This is based on a body of evidence that reports safer and improved outcomes for patients where there are more registered staff working on the wards.
- 2.9.18 The 2013 Nurse Director's review paper supported this position however acknowledged that services required additional investment to achieve this and suggested that a safe working model was a ratio of 60:40 for Acute Admission/ICU and 50:50 for Continuing Care wards as an interim position, with the aim being to work towards the RCN recommendation.
- 2.9.19 5 Year Mental Health Strategy
- 2.9.20 NHS GG & C now has a 5 year Mental Health Strategy which will see significant changes in the workforce; a reduction in inpatient staffing numbers, an increase in community resources and a greater use of 3rd sector resources to support the delivery of Mental health services in the community.
- 2.9.21 Given that inpatient costs represent the majority of MH expenditure, unless a reduction in beds is achieved, there is limited scope to reinvest in alternative provision, and there would be a correspondingly adverse impact on community services. The aspiration is to provide alternatives to inpatient care, which would aspire to sustain bed occupancy levels of 85-90%, and release significant resources to fund the development of community alternatives to inpatient care.
- 2.9.22 A reduction in inpatient mental health bed numbers is proposed. The rationale for this proposal is that the reduction takes account of:

- 30% of “acute” beds are currently occupied by patients staying for more than 1 month, whose needs would better be met elsewhere
- the average length of stay is about 32 days, it should be possible to reduce this significantly, especially with an emphasis on longer-stay patients

2.9.23 Psychology

2.9.24 NHSGGC and Glasgow City HSCP are embarking on a Board wide review of Psychological Services which will determine the future workforce required to deliver psychological interventions across all areas. This work is being undertaken on a partnership basis with input from Area Partnership Forum representatives

2.9.25 Social Work Services – Mental Health Officers

2.9.26 It is recognised that there is a national shortage of Mental Health Officers operating within Social Work roles, and as such there is on-going activity to review the pressures on local systems, work to review MHP capacity and the current numbers employed.

2.9.27 Glasgow city HSCP’s Mental Health Officer’s range and scope of work covers statutory interventions, emergency detentions, Adults with Incapacity, Guardianship and Adult Support and Protection

2.9.28 The role of Mental health Officers is significant within the broader mental health system. There is continuing pressure on the system and work is on-going to increase the mental Health Officer capacity in the City by looking at different models to meet the demand.

2.9.29 Occupational Therapy – Adult Services

2.9.30 The National Delivery Plan (NDP) for the Allied Health professions in Scotland (2012) identified AHPS as experts in rehabilitation at the point of registration, bringing a different perspective to the planning and delivery of services.

2.9.31 This plan, and the Independent Living and Improvement programme (AILIP) builds on the work of the NDP and will focus on the contribution of AHPS throughout the life curve and emphasise their contribution in early intervention, rehabilitation and enablement.

2.9.32 The emphasis in the strategic plan around early intervention and prevention could suggest that more Occupational Therapists should work in Primary Care. The majority of the current NHSGGC workforce are deployed in secondary care services. Similarly given their skills within rehabilitation, the focus on “home is best”/organising discharge as early as possible, could recommend that a high proportion of the Occupational Therapy resource should be in the community to facilitate early discharge and provide recovery and rehabilitation.

2.9.33 Homelessness Services

2.9.34 Adult Services within the HSCP leads in relation to Homelessness Services provided across the City.

- 2.9.35 Homelessness Services are delivered primarily through the Community Homelessness Teams (CHTs) which perform a central role in a wider network of homelessness service delivery. In addition, there are Homelessness health, residential and Property Teams.
- 2.9.36 Currently 314 staff are directly employed by the HSCP in the delivery of Homelessness Services. 247 are in the CHTs, Residential Teams and related activities and 67 in Health Teams.
- 2.9.37 Sexual Health Services
- 2.9.38 Sandyford Sexual Health Service is a service for the whole of NHS Greater Glasgow and Clyde, hosted by Glasgow City HSCP. The service provides universal sexual health services for the population provided for by NHS Greater Glasgow and Clyde as well as specialist services for complex procedures and specific population groups. Many of the specialist services are provided on a regional or national basis.
- 2.9.39 Sandyford is also a significant training centre for new consultants in genito-urinary medicine and gynaecology and receives significant funding from NES (NHS Education for Scotland) to facilitate this.
- 2.9.40 The service is managed through the North West Locality and has planning structures in place for each of the Health & Social Care Partnerships across the Board area. It delivers services across 15 sites.
- 2.9.41 In February 2017, a review of services was initiated with the following aims:
- Improving the use of existing resources and releasing efficiencies through service redesign, with consideration of team structures, skill mix, localities and patient pathways
 - Encouraging those who could be self-managing to be supported differently;
 - Ensuring that Sandyford services are accessible to and targeting the most vulnerable groups
- 2.9.42 Sandyford has a highly skilled clinical workforce with a mix of consultant and specialty grade doctors, training grade doctors, advanced nurse practitioners, specialist sexual health nurses, sexual health advisors, biomedical scientists, healthcare support workers and administrative staff who are all trained to work with clients with specialist sexual health presentations. The new model will need to ensure that the integrated workforce is working in an efficient way that allows a degree of flexibility and builds capacity to manage both scheduled care and urgent/ undifferentiated care services.
- 2.9.43 Increasingly the service has faced problems with the shortage of specialty medical cover (this is a problem nationally for sexual health services). This has presented some skill mix challenges and the services has responded with the development of Advanced Nurse practitioners – there are currently four ANPs with a further two in training. However, the service continues to face pressures in service delivery. The review process has therefore recommended a new service model across three tiers, two of which will be nurse delivered. This will require a full review of the workforce, including a greater skill mix within nursing.

2.9.44 Alcohol and Drugs

2.9.45 Recovery Services

2.9.46 Alcohol & Drug Recovery Services in Glasgow City cover 3 sectors by means of Care and Treatment Teams (CAT's). They deliver integrated health and social care for individuals affected by drug and alcohol misuse.

2.9.47 Core objectives for the service are;

- To ensure individuals in the greatest need are prioritised in terms of access to co-ordinated services.
- To improve efficiency and effectiveness of addiction related intervention by effective multidisciplinary working.
- To ensure that services users and the wider community can benefit from the full range of care and treatment options available.
- To ensure that individual needs are assessed by competent staff with a wide range of specialist skills and knowledge.
- To ensure that service users have a robust recovery plan ensuring that the service and services users have a clear focus on outcomes
- To ensure that there is a joint approach to the planning and development of new services, which meet local unmet need.

2.9.48 Teams are multidisciplinary and include Medical Officers, nurses, social care workers, psychologists, Occupational Therapists and Pharmacists

2.9.49 There are also 2 day and 2 inpatient services at Stobhill and Gartnavel Hospitals with staffing groups consisting of nursing, psychiatry and dietetics.

2.9.50 Medical Staffing

2.9.51 Medical staff work either in the community (Medical Officer/Senior Medical Officers supporting community addiction teams) or in Tier 4 addiction services.

2.9.52 General Practitioners (and practices) are also contracted through the NES Drug Misuse Contract to deliver Opiate Replacement Treatment in partnership with the community services.

2.9.53 Learning Disability

2.9.54 Glasgow City HSCP has Learning Disability Services in both health and social care. A piece of work has commenced to allow the delivery of an integrated service model – 'L D the Way Forward', to address the pressures of an aging workforce and increase in demand. Once completed, a revised workforce profile will be implemented to ensure staffing numbers can deliver services to the right people at the right time in the right place.

- 2.9.55 Across Glasgow City HSCP there are 83.13 wte Social Care staff and 65.01 wte Health Staff.
- 2.9.56 Prison and Police Custody Healthcare Services
- 2.9.57 There are three publically owned prisons in the NHSGGC geographical area all of which are closed prisons. These are:
- HMP Barlinnie;
 - HMP Greenock;
 - HMP Low Moss.
- 2.9.58 The NHSGG & C Prison Healthcare Model is nurse led with healthcare split into three areas: Primary Care (Acute and long term conditions, Addictions (drug alcohol and tobacco) and Mental Health (mild, moderate and severe mental health concerns). Medical input is via Prison healthcare GPs who work core hours and supported by a range of visiting specialities including Psychiatry, Dentistry, Podiatry and Ophthalmology. Out of hours medical cover is provided via Forensic Physicians linked to Police Custody healthcare. Patients receive a comprehensive assessment and open referral service in Prison healthcare. Links are also maintained or established with community resources to ensure continuity of care is maintained for patients.
- 2.9.59 Recruitment and retention of a skilled workforce remains an on-going issue for Prison Healthcare. Delivering healthcare in a challenging environment is added to when considering the following factors.
- Inappropriate accommodation
 - Increasing prisoner numbers
 - Ageing population of prisoners
 - Increased use of NPS
 - Prison regimes
 - Increasing number of complaints
- 2.9.60 Developments in service provision include the use of Telehealth, NMP and ANP, Psychological Therapies, Palliative Care pathways and working towards Smoke free Prisons – effective from November 2018.
- 2.9.61 The NHSGGC Police Custody Healthcare Service model is a nurse led service with nursing staff on duty 24 hours a day, 7 days a week, supported by an on call rota of Forensic Physicians, (FPs).The nursing staff are based at an NHS healthcare hub located in a Police Office (currently at Govan Police Station) and work peripatetically from there. All calls are triaged and cases allocated to the most appropriate clinician on duty. The service provides healthcare required for individuals arrested and held within police cells in the GG&C area. It is a peripatetic service providing assessment and treatment in 5 full-time and 2 part-time stations. The service provides a comprehensive assessment and offer treatment for drug and alcohol withdrawals, chronic disease management and mental health issues. The service will also, where possible, try to link the individual into community services and also liaise with various partners within the Health and Social Care Partnerships. Service provision also includes responding to the Scottish Terrorist Detention Centre, as set out in the Service Specification.

- 2.9.62 The current staffing compliment is 23.5 wte. The Medical input to the service is supplied by a private group of doctors who provide FP and Child Forensic Physicians cover (CFP).
- 2.9.63 The development of a Criminal Justice Hub in Glasgow will allow Police Custody healthcare to form a close partnership with other agencies to ensure that individuals in custody will have access to a range of services at the point of contact. The creation of joint nursing posts between Police Custody healthcare and Archway is another new development for the service.
- 2.9.64 Criminal Justice
- 2.9.65 Glasgow City HSCP is responsible for the provision of statutory Criminal Justice services across the City. These are delivered via three locality based teams along with a number of citywide centre based teams.
- 2.9.66 In the forthcoming year, new legislation (The Management of Offenders Bill) along with an increase in the presumption against short term sentences of under one year are expected to lead to an increase in community based sentences. This is likely to result in an increased demand on Criminal Justice Services within the city both in terms of the level of demand, but also the complexity of need and level of risk being managed in the community.
- 2.9.68 Health Improvement
- 2.9.69 The majority of the Health Improvement workforce in Glasgow city is organised in three locality based teams, with additional capacity from a small number of city wide posts(all led by the Head of Health Improvement) and significant input from Board wide specialist teams in sexual health, addictions and mental health.
- 2.9.70 Health Improvement forms part of the wider Public Health workforce and liaises closely with Public Health colleagues within the GGC NHS Board.
- 2.9.71 Workforce Planning and development is driven through the Board wide Health Improvement workforce development group, chaired by one of the city health improvement managers.
- 2.9.72 Glasgow City HSCP services were part of the NHSGGC Public Health review which concluded in the spring of 2017. The review advocated a refresh of the functional domains for staff (based on Scottish Review of Public Health published in February 2016). This identifies 12 critical and core functional areas for health improvement staff, the challenge is to develop and maintain levels of competence of the workforce across these domains.
- 2.9.73 Live issues for the health improvement workforce include:
- Responding to the workforce implications emerging from the national Public Health Review and Public Health Strategic Statement from the Scottish Government.
 - Implement the Practitioner registration scheme led by NHS Health Scotland. (NHSGGC currently have a small number of staff working to achieve registration via the pilot scheme).
 - Ensure that the workforce is appropriately trained, supported and developed to fulfil the full range of competencies set out in the refreshed UKPHR Skills and

Competency framework⁸) and the public health functions as set out by GGC in its suite of work on the Public Health Review

- 2.9.74 Overall within Health Improvement there is an on-going collaborative effort to ensure that a workforce development plan is co-ordinated for the city for health improvement, achieving efficiencies and economies of scale in responding to the training and development needs of the staff, with a clear fit and link into the Board wide Workforce Development Plan for health improvement
- 2.9.75 Key priorities for the workforce will be developing transferable skills and key functions in partnership working, influencing and creating partnerships to drive forward the health improvement strategic direction for Glasgow city within the workforce.
- 2.9.76 In practical terms, there is an on-going collaborative effort to ensure that a workforce development plan is co-ordinated for the city for health improvement, achieving efficiencies and economies of scale in responding to the training and development needs of the staff, with a clear fit and link into the Board wide Workforce Development Plan for health improvement
- 2.9.77 Transferable skills and key functions in partnership working, influencing and creating partnerships to drive forward the health improvement strategic direction for Glasgow city within the workforce, via distributed leadership, are some of the key priorities in moving forward

2.10 Pharmacy and Prescribing Support

- 2.10.1 The professional direction of Pharmacy is outlined in Achieving Excellence in Pharmaceutical Care (AEPHC), published in August 2017. This is aligned to strategies such as the Health and Social Care Delivery Plan, the National Clinical Strategy, Realistic Medicine, the Mental Health Strategy, and actions to reduce unscheduled care. It aims to improve 'NHS Pharmaceutical Care' and 'Enable Transformation', and is underpinned by 9 commitments. Key commitments for primary care are 'Pharmacy Teams Integrated into GP Practice'; 'Improved Pharmaceutical Care at home or in a Care Home'; 'Improved and Increased Use of Community Pharmacy'; 'Safer Use of Medicines'; 'Enhanced Workforce Capability and Capacity'; and 'Improved Service Delivery through Digital Information and Technologies'. This supports a further commitment to ensure 'Sustainable Services that Meet Population Needs'.
- 2.10.2 Publication of the new Scottish GMS contract in November 2017, included a proposed Pharmacotherapy service, requiring investment in additional Pharmacy staff. This supports pharmacy staff to take on appropriate medicines related tasks in GP practice, freeing up GP time and improving the safe, effective and efficient use of medicines to benefit patient care. Small amounts of funding have been available since 2016 to allow piloting of new ways of working, which have resulted in 23 wte staff being employed as at March 2018. Planning is currently underway to scale the service in line with available workforce and finance.
- 2.10.3 In addition to the strategic and contractual influences on the service, there remains a core requirement within the HSCP Prescribing Support Team to ensure cost-effective use of medicines. The team works closely with Prescribers and other stakeholders, to deliver prescribing initiatives aimed at attaining financial balance in the Primary Care Prescribing Budget of around £125 million per annum.

⁸ <http://www.ukphr.org/wp-content/uploads/2014/08/UKPHR-Practitioner-Standards-14.pdf>

- 2.10.4 Additional to the Prescribing Support Service within the HSCP is the Community Pharmacy contractors. 2017 saw extension of the minor ailment service to include management under patient group directive (PGD) of uncomplicated UTI and impetigo. Further extension of this is under discussion with the aim of increasing utilisation of Pharmacy First, and reducing unnecessary demand on other parts of the system. Alongside this the Chronic Medication Service is being relaunched in 2018 as the Medicines Care and Review Service, which supports suitable patients to receive repeat medication direct from their pharmacy for up to 48 weeks. Consideration is currently being given to how patient use of this service can be maximised. These developments, along with testing of automated dispensing are supported by the national strategy.
- 2.10.5 Across the HSCP, PPSU has supported the development of Prescribing Support Teams which are delivering cost efficiencies and improved quality of primary care prescribing practice. Skill mix review is also a feature of this development with increasing responsibility being assigned to community pharmacists and to specialist pharmacy technicians who support the GPs and the Prescribing Support Pharmacists. Investment in this activity can demonstrate both cost and quality improvements.
- 2.10.6 The HSCPs Lead Clinical Pharmacist continues to operate clinics to manage caseloads of patients with long term conditions reducing pressure on GP appointments. This is in line with the PfE vision of “General Practice Clinical Pharmacists” and has the potential to reduce demand on GP’s and offering a part solution to GP workforce shortages.
- 2.10.7 The need for ongoing efficiencies will clearly influence all aspects of service provision, with concerns about cost effectiveness and affordability in prescribing practice, driven by the ageing population, increasing prevalence of long term conditions and the emergence of innovative therapies from the pharmaceutical industry.
- 2.10.8 The Scottish Government (SG) has indicated that NHS Board Pharmaceutical Care Services Plans should be subject to wide ranging review and redesign with the aim of enhancing the role of the pharmacist and encouraging closer working with GPs and other community based services. This will examine the pharmaceutical needs of patients and the arrangements for providing NHS Pharmaceutical Services to ensure safe and effective care to patients in the community
- 2.10.9 The PPSU Community Pharmacy Development Team is facilitating a significant programme of change in professional roles in community pharmacy through the Chronic Medication Service (CMS) which is a partnership between the GP, pharmacist and patient to improve the safe, effective and cost effective use of medicines used in long term conditions.
- 2.10.10 This links directly to the vision in PfE that pharmacists working in community locations are independent prescribers, working in close partnership with the medical profession. The aim is that post diagnosis patient caseloads will be selectively allocated by GPs to the local prescribing pharmacists who will manage the patient’s medicines by conducting regular consultations to review progress, monitor outcomes and prescribe the appropriate medicines.

2.11 Business Support

- 2.11.1 The Integration Scheme agreed between the Council and Health Board (The Parties) indicates that:
- 2.11.2 “The Parties agree to make available to the Integration Joint Board such professional, technical or administrative resources as are required to support the development of the Strategic Plan and the carrying out of delegated functions.
- *The existing planning, performance, quality assurance and development support arrangements and resources of the Parties will be used as a model for the future strategic support arrangements to the Integration Joint Board.*
 - *The Parties will reach an agreement on how this will be integrated within the annual budget setting and review processes for the Integration Joint Board.*
 - *Collaboratively, the Health Board, Council and Integration Joint Board will conduct an in-year review within the first year of the Integration Joint Board being established, to ensure the Parties are providing the level of support required.”*
- 2.11.3 Following the establishment of the Glasgow City Integration Joint Board (IJB) and the Glasgow City Health and Social Care Partnership (HSCP), it is considered that there is scope to improve the provision of the Business Support function through an integrated approach, as opposed to the largely separate Council and Health Board systems currently in place.
- 2.11.4 The scale of the Glasgow HSCP, and the significant amount of transformational change and integration of previously separate functions which will take place over the next few years is such that continuing to apply previous models of support to these functions is very unlikely to be the most effective, efficient or appropriate way forward.
- 2.11.5 It is necessary therefore to review our Business Support arrangements in the context of this change, and the expected future needs of the Integration Joint Board and the Partnership.
- 2.11.6 At present, the Business Support function is largely delivered within two separate Council and Health Board systems. A joint review of Administrative functions has commenced. Early work has included full scoping of the staffing and tasks undertaken across both organisations and the review group has been established including representatives from both the NHS Staff Partnership Forum and council trade unions
- 2.11.7 The main objectives of the review are:
- Developing a clear understanding of existing business support arrangements within the Health and Social Care Partnership
 - Consideration of how effectively these arrangements support the aims, objectives and future direction of the Partnership
 - Development of options / proposals for how business support could be delivered in future
- 2.11.8 The nature of the impact on the workforce cannot be quantified until completion of review activity. The impact on the workforce will be analysed and considered in the identification of recommended options.

2.11.9 Glasgow City Council and NHS Scotland is at present committed to a policy of no compulsory redundancies among its staff, and it is further considered that no proposals will be brought forward which involve any element of compulsory redundancy for health board employees.

2.12 The Financial Environment

2.12.1 Figure 2.7 shows the 2018/19 budget for Glasgow City HSCP by the various service delivery areas.

2.12.2 Glasgow, in common with all public services in Scotland, has faced significant financial challenges in recent years, with further pressures anticipated in future years.

Figure 2.7

	Annual Budget
	£000's
Children and Families	149,150
Adult Services	269,569
Older People Services	272,786
Resources	50,169
Criminal Justice	-830
Prescribing	125,196
Family Health Services	173,470
Other Services	5,969
Net Expenditure	1,045,479

2.12.3 The Partnership Annual Finance Statement is published in April each year. This statement outlines the total resources available to the Integration Joint Board for delivery of the overall Strategic Plan.

2.12.4 Financial pressures on health and social care services include:

- Reduced levels of funding from central government
- Increasing costs of medications and purchased care services
- An ageing population with a corresponding increase in multi-morbidities and individuals with complex needs
- Increasing rates of dementia
- Increases in hospital admissions, bed days and delayed discharges
- Increases in National Insurance contributions for employers
- The increasing minimum wage and move to a living wage, leading to increased employer costs and requests for uplifts from contractors
- Superannuation increases and the impacts of automatic pension enrolment

2.12.5 Some of the measures we will take to address the financial changes facing the partnership are:

- Through our Service Reform programme, develop more efficient methods of service delivery which focus on outcomes and the needs of patients and service users
- Develop innovative new models of service which support people to live longer in their own homes and communities, with less reliance on hospital and residential care
- Continue the successful programme of work already underway to reduce and ultimately eliminate delayed discharges
- Develop a service model which is focussed on prevention and early intervention, promoting community based supports over residential settings
- Develop a Property Strategy which ensures that our use of property supports the aims of the Integration Joint Board of delivering high-quality, effective services to people in their own communities

2.13 New General Medical Services (GMS) Contract (2018)

2.13.1 The new contract began in April 2018 and outlines a range of changes that will take place between 2018 and 2021. It is intended that this three year period will be Phase 1 of the process and the Government and profession have agreed to develop plans for a second phase which will be subject to another poll of GPs in 2021. The contract for 2018-21 is supported by a Memorandum of Understanding which identifies 6 priorities for reducing the workload of GPs as part of the broader plan for sustaining primary care services.

These priorities are:

- Vaccination Services
- Pharmacotherapy services
- Community treatment and care services
- Urgent care services
- Additional professional services, including acute MSK physiotherapy services and community services
- Community Link work services.

2.13.2 The detail of the proposals in relation to the new GMS arrangements are detailed in the Primary Care Improvement Plan for the HSCP, developed in partnership with General Practitioners across the HSCP, and will be delivered in conjunction with them, NHS Greater Glasgow and Clyde and the other HSCPS. Further detail is provided later in this document.

2.14 Potential Impact of Brexit

2.14.1 The United Kingdom's decision to leave the EU will have major implications for many employers, not least National health and Social Care Services. The full implications for migration and the HSCP workforce will only become clear once the Withdrawal Agreement and the UK's future relationship with the European Union is finalised.

2.14.2 Glasgow City Council and NHS Greater Glasgow and Clyde are preparing practical plans to mitigate the potential impacts and some practical steps are already in place, including working groups at both a board and council level taking a risk assessment approach to issues being identified at both a local and national level.

2.15 Safe and Effective Staffing in Health and Social Care

- 2.15.1 Consultation has taken place regarding delivery of legislation within Scotland to establish in the law the principles of safe staffing within both health and social care services. The aim of the legislation is to be an enabler of high quality care and improved outcomes for services users in both the health service and care services by helping to ensure appropriate staffing for high quality care.
- 2.15.2 The use of workload tools across both the health and social care staffing groups, use of professional judgement, local context and quality measures are anticipated in the legislation planned.

3 Future Workforce

3.1 The future Older Peoples Services Workforce

- 3.1.1 As described in Chapter 2 of this plan work is underway to reshape the design and delivery of care for older people across the city ensuring there is a clear focus on maintaining their independence; health and wellbeing.
- 3.1.2 The workforce implications include a move to a flat management structure across older people and physical disability services and in implementing the new structure it is likely that efficiencies can be achieved across the service reflecting new roles and responsibilities

Workforce Actions – Older People’s Services

- Development of a work stream to consider the future role and management arrangements of the community nursing workforce.
- Developing a workforce to support delivery of the Primary Care Improvement Plan
- Complete the review of occupational therapy services and community rehabilitation and enablement services.
- Develop and support advanced nurse practitioner roles
- Support the embedding of integrated working to deliver the neighbourhood team model
- Ensure on-going evaluation and review of the city-wide Respiratory service to align workforce and work patterns to the effective delivery of a 7 day service that meets identified need and reduces the demand on unscheduled care and dependency on General Practice.
- In keeping with Action 22 of the HSCPs 5 year Palliative and End of Life plan, work with partners to maximise resource utilisation and consider the workforce and financial implications of meeting the increasing need for palliative and end of life care in community settings.

3.1.3 District Nursing

3.1.4 The average age of the Band 6 Nursing Workforce is 53 years with 70% of the workforce over the age of 50 years.

3.1.5 Staff over 60 years could opt to leave the service at any time and the number of staff that have the option to leave in the next 24 months is 68.11 wte or 13% of the current workforce

The District Nursing Review Programme Board identified a future workforce model for the service of 1 Band 6 WTE per 9000 registered population supported by a wider skill mix team of staff nurses and health care assistants. This was based on an analysis of workforce and workload including a benchmarking exercise with other health boards / authorities across the UK

3.1.6 District nursing services have moved towards the agreed model as opportunities have arisen to redesign the workforce. The new model saw a reduction in the number of band 6 posts across the system with an increase in band 5 and band 3 support workers.

- 3.1.7 There has been an increase in the past 2 years in the number of experienced district nurses retiring and moving to other areas to work which has resulted in recruitment and retention difficulties within the service. This has resulted in a number of vacancies across the system with services required to develop risk management plans to ensure safe and effective service provision.
- 3.1.8 In a bid to ensure the supply of adequately qualified district nurses Glasgow City HSCP committed to recruit to and train staff for in the Post Graduate Diploma Advanced Practice in District Nursing on a part time and full time training programme at Glasgow Caledonian University

District Nursing Workforce Student Training Allocation

HSCP	DN Students
2016 - 2017	14
2017- 2019 (pt prog)	7
2018 – 2019 (ft prog)	13

- 3.1.9 In future there is a need to consider the potential increase in demand for community nursing services as a result of new ways of working for GPs which will place additional pressured on the existing workforce.
- 3.1.10 The district nursing workforce is key to the emerging models of community care and the provision of high quality care at home which will be essential in supporting the increase in demand for complex care. NHSGGC committed to a workforce model in 2012 to ensure that the right number of staff were in place at the right time to deliver this service.
- 3.1.11 There have been challenges in ensuring that sufficient numbers of qualified district nurses are in place due to the demographics of the workforce which is ageing in line with the wider population. A continued commitment to the on-going education has resulted in the HSCP's being in a better position than some other parts of the country. However there is a real risk that the current financial challenges may see a shift from the agreed workforce model. Incorporated within this is the risk that individual HSCP's may have differing priorities therefore a range of models could potentially exist across the health board area.

Workforce Actions – District Nursing
<ul style="list-style-type: none"> • Align graduating DN student to existing HSCP DN team vacancies • Continue to Monitor DN Workforce Trends and assess required student training numbers for induction onto future training cohorts; • Assess the impact of recommendations of the national review of District Nursing • Monitor the results of future applications of the workload tool to the DN workforce • Explore the opportunities available to widen access to the Post Graduate Diploma Advanced Practice in District Nursing through flexible education and training routes

3.1.4 Occupational Therapy

Workforce Actions – Occupational Therapy

- Consider creative ways of developing OT posts at an early stage within the care pathway to evidence the impact they can make
- Review the OT support staff role and consider where they are best placed within the care pathway
- Develop a performance management system for OT

3.2 Care Services

Services previously delivered by Cordia transferred back into the management of Glasgow City HSCP on 29th September 2018.

The services that transferred over comprised of

- Home Care Services
- Supported Living
- Assessment and Review
- Community Alarms
- Equipu
- Transport and Support Services (TASS)
- Stairlifts/ Ceiling Track Hoist Services
- Transport and Fleet Management
- Linguistics
- Associated Support Services

Following the transfer into the service, there has been particular focus on harmonisation of working arrangements, communicating changes to staff and planning for potential changes that may result from the equal pay settlement.

Workforce Actions – Care Services

- Ensure harmonisation of working arrangements for all staff and also coherent management and management support arrangements are in place
- Ensure robust recruitment arrangements are in place to maintain staffing levels required across the service on an on-going basis

3.3 The Future Children's and Families Services Workforce

3.3.1 Health Visiting

3.3.2 The Scottish Government guidance stipulated that each Board must run the Caseload Weighting Tool during May 2015 to "identify any gap in resources needed to deliver the future vision".

3.3.3 NHSGGC completed The Caseload Weighting Tool exercise, and Scottish Government subsequently confirmed, in June 2015, resource to fund a projected need of 200 WTE Health Visitors required supporting additional activity.

3.3.4 As part of this additional input it was identified that Glasgow City HSCP required an extra 123 wte Health Visitors.

3.3.5 NHSGGC has prioritised the development of community children and family services, based on the national policy directives such as **Health for All Children**⁹, the **Early Years' Framework**¹⁰ and **Getting it Right for Every Child** and most recently CEL13(2013) Public Health Nursing Service Future Focus our own local policy paper **Mind the Gaps**¹¹. Key deliverables from this work have included:

- Enhancing the capacity and infrastructure of our children and family teams to support delivery particularly to vulnerable children;
- Developing Leadership and Increasing Management Capacity;
- Introducing an NHSGGC GIRFEC framework.

3.3.6 A recruitment plan has been put in place to support students through the Specialist Community Public Health Nursing (SCPHN) Health Visiting Programme in order to increase our Health Visiting capacity by 200 wte across NHSGGC (123 WTE for Glasgow City HSCP) posts in line with the SG Health Visitor Investment Programme.

3.3.7 The table below splits out into historic and projected future graduates per financial year:

NHS Greater Glasgow and Clyde				
Health Visiting Workforce Allocation 2015/19				
Graduating Year	2015	2016	2017	2018
Students Graduating	10	54	80	56

3.3.8 By 2019 the HSCP expect to deliver:

- A cap on caseloads to 350 children;
- A reduction in caseloads to 100 children for those health visitors who have the largest proportions of deprived children;
- Capacity to undertake targeted interventions for vulnerable children;
- Leadership/Supervisory ratios maintained at 1:10.

3.3.8 There will also be reflection on the wider workforce going forward following changes to the substantive banding of Health Visiting roles from an Agenda for Change Band 6 to Band 7. The full impact of this has yet to be assessed, both in terms of the impact of the full Band 7 role, but also the financial impact in terms of service provision.

⁹ Health for all children: <http://www.gov.scot/Resource/Doc/37432/0011167.pdf>

¹⁰ Early years framework: <http://www.gov.scot/resource/doc/257007/0076309.pdf>

¹¹ Mind the gaps: <http://www.gov.scot/Publications/2003/10/18358/28082>

Scottish Government (2013) Public Health Nursing Service Future Focus. Chief Executive Letter Edinburgh, Scottish Government.

- 3.3.9 In preparation for the implementation of the Named Person and the introduction of the revised 0-5 Health Visiting Universal Pathway Health Visitors, Practice Development Nurses, Practice Teachers and Team Leaders required continuing professional education with focus on the four nationally agreed priority areas below. These CPDs sessions have now been delivered. The CPD was provided by Glasgow Caledonian University colleagues.
- Named Person;
 - Leadership and Management;
 - Strength/Asset Based approaches;
 - Child Development, Illness and Assessment Tools.
- 3.3.10 In addition to the Continuous Professional Development (CPD) requirement there are other key areas for training as part of the GIRFEC NPM including:
- Outcome Analysis Training;
 - Graded Care Profile/Neglect Tool;
 - New Universal Pathway Training;
- 3.3.11 To support the workforce the GIRFEC group has developed training based around the relevant topics outlined below:
- Named Person; Lead Professional; Single Childs Plan; Request for assistance;
 - Information management, sharing and transfer;
 - Communication Strategy; Complaints process;
 - Links with colleagues in the wider Community Services, Acute Services and Women & Children Service.

Workforce Actions – Children and Families Services
<ul style="list-style-type: none"> • Continue to monitor the level of Health Visitor vacancies to mitigate risk to service provision • Continue to monitor the additional Health visiting posts in line with recent investment from SG • Assess the impact of the review of the role of the qualified Health Visitor, and the move from a band 6 to a band 7 role • Ensure future retiral projection numbers are returned on a regular basis to SGHD in order to inform future recruitment requirements • Continue engagement with staff in the work programmes • Review and audit of expenditure on children's services is in progress • Undertake an evaluation of the Includem activity to measure its effectiveness and ability to reduce expenditure • Re-design the Placement Team. • School Nursing – plan and implementation of new arrangements to be developed.

3.4 The Future Adult Services Workforce

3.4.1 Mental Health Services

3.4.2 The Adult Mental Health workforce is made up predominantly of psychiatrists, psychologists, nursing and occupational therapist staff with 65% of the total made up of nurses. Across all disciplines the workforce has fallen by around 9% since 2010.

3.4.3 In comparison to 2010 staffing levels in 2018 were

- | | |
|--------------------------|------|
| • AHPs | 70% |
| • Admin | 79% |
| • Medical | 78% |
| • Consultants | 105% |
| • Therapeutic Services | 75% |
| • Nursing | 62% |
| • Personal & Social Care | 82% |

Though unavailable to new entrants the current workforce of **medical consultants** is able to retire at 55 on account of MHO status. Projected potential retirements over the next two years amongst consultants are around 18.65 wte (24 posts) or approximately 17% of the current workforce.

3.4.4 In addition some specialist services could be disproportionately affected by retirements.

3.4.5 While we have little current difficulty in recruitment within the city it is estimated that if even 50% of the potential total retirements that this will pose a serious challenge with competition from other health boards. This will leave us more dependent on reaching arrangements with returning consultants (those recently retired) or through increased use of locums. However in terms of consultant trainees the medium term looks more promising.

Workforce Actions – Mental Health Medical

- Monitor levels of Consultant retirements in specialist service to assess impact on service delivery

3.4.6 Nurses comprise 70% of the total mental health workforce with 2,440 working across Greater Glasgow and Clyde city. 88% are full time with an average age of 47 years but with a significant proportion (45% over the age of 50 years). 15% have MHO status (a drop of 180 staff since the anchor point in 2016) with 190 eligible to retire within the next 2 years. Turnover as predicted is high – with the primary source of causation being age related factors (55% 2017/18). Some services could be particularly affected in the coming years by retirements exceeding 50% of staffing within 24 months. The Workforce Planning Group's view that the majority of staff with MHO status who can retire prior to 2022 are likely to do so. It would appear that although the critical mass of nursing staff within Mental Health has dropped through closure and or realignment of services – the numbers of staff leaving has not dropped pro rata – conversely it is on an upward gradient

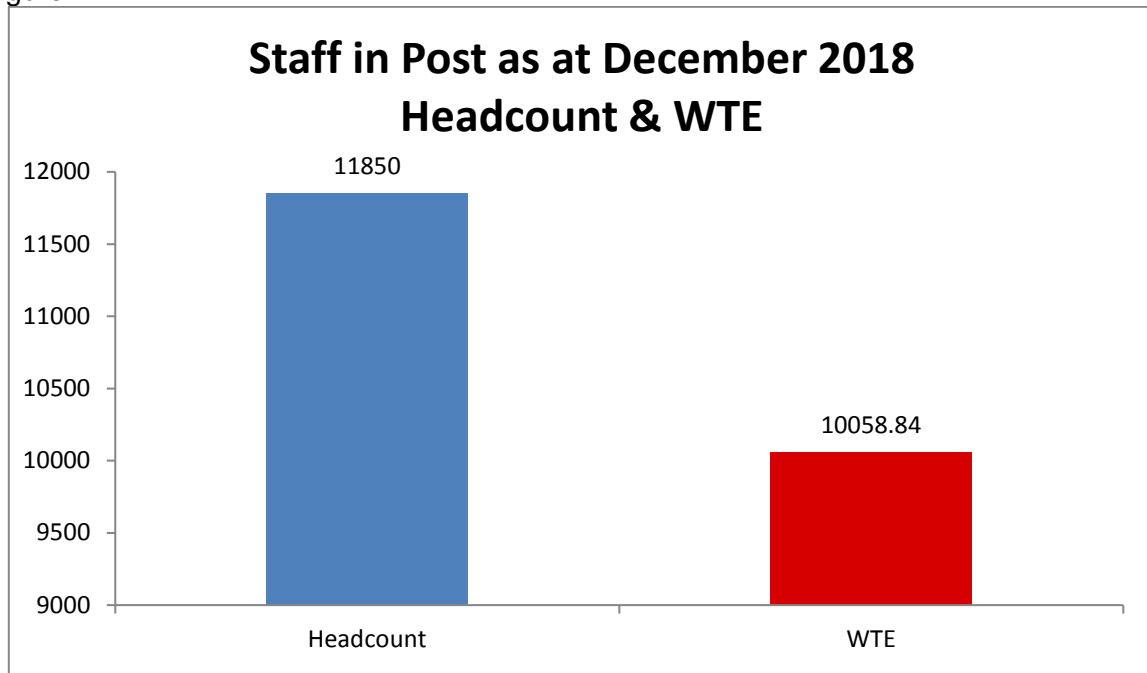
- 3.4.7 There are a number of care group areas with staff profiles which could potentially lead to retirements in excess of 20% of current workforce per annum are:
- Acute adult inpatients (20%);
 - Inpatient Rehabilitation/Continuing Care (31%);
 - MH Inpatient support (25%);
 - Inpatient Allied Health Professional (21%);
 - Inpatient older adult (28%);
 - Inpatient older adult complex/continuing care (28%).
 - Psychotherapy (51%)
- 3.4.8 All inpatient wards are overspent against funded establishment. An analysis of current staffing ratios across the 50 inpatient wards reveals current deficits in terms of the levels of registered staff. A number of wards are working with a Registrant ratio of around a 50:50 or less which is below the recommended skill mix level of 65:35. Recent action was taken within Glasgow City in order to improve the relative % of skill mix of 4 wards in order to meet the Nurse Director, Partnerships' minimum recommended ratio of 60:40 with a view to achieving 65:35 in the longer term in preparation for the requirements of the statutory workforce tools' outcomes.
- 3.4.9 There is an imbalance between those who may leave and those may enter the profession. Currently there are 116 pre-registration mental health students in training with only a small increase planned. Some additional funding of £3M has been provided nationally to recruit advanced nurse practitioners but this is across all nursing groups.
- 3.4.10 In light of these factors it is recommended that a review of current ward establishment budgets is undertaken to reflect this in the context of meeting the recommended registered to unregistered nurse skill mix ratio and ensuring the nursing profile model detailed in the table below is met.

NHSGGC Mental Health Services	
Possible Staffing Profile for 20-24 Bedded Ward*	
Band	WTE
Senior Charge Nurse (Band 7)	1.00
Charge Nurse (Band 6)	2.00
Band 5	13 – 17 WTE (depending on bed numbers)
Unregistered staff	10 – 14 WTE (depending on bed numbers)

- 3.4.11 Currently inpatient wards have an indicative “funded establishment” aligned to budget. The only expected variation to this budget is the additional monies to support pay awards and/or incremental appreciation.

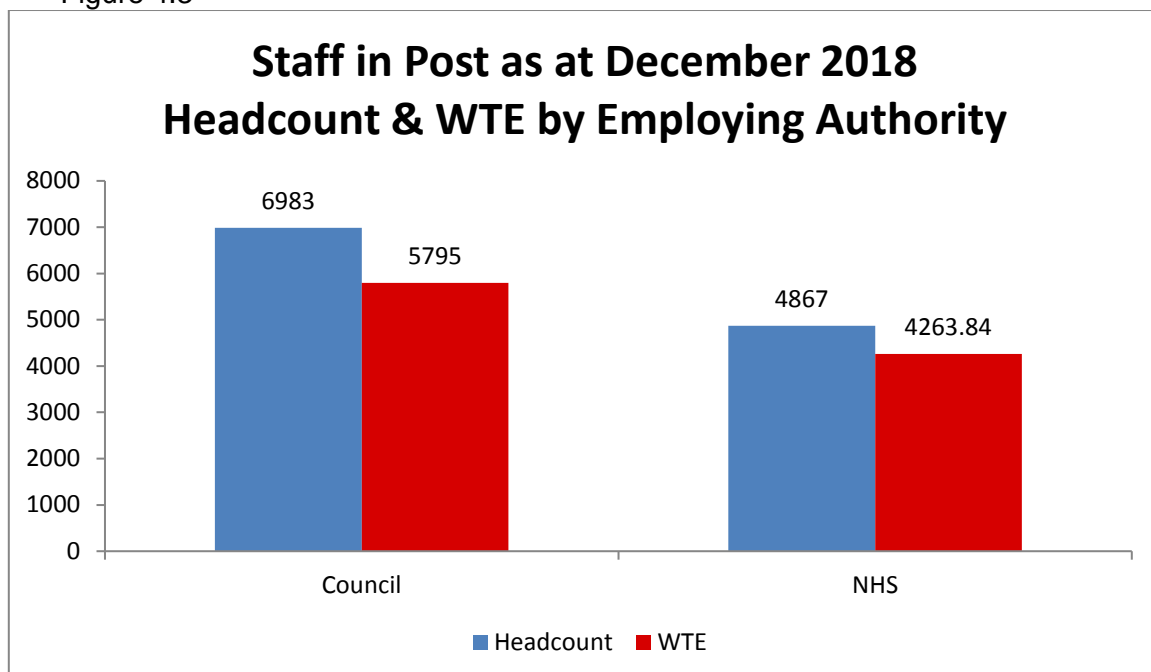
4 The Glasgow City HSCP Workforce

Figure 4.2



4.1.6 The HSCP workforce is employed by two separate employing authorities, NHS Greater Glasgow and Clyde and Glasgow City Council. As shown in figure 4.3 Social care is the larger employer by headcount and wte. This is a significant change and reflects the increase in the workforce following the transfer of Cordia Homecare staff into the HSCP.

Figure 4.3



4.1.7 In terms of overall percentage, this represents an HSCP workforce comprising of **41% NHS** employees and **59% Social Care** employees.

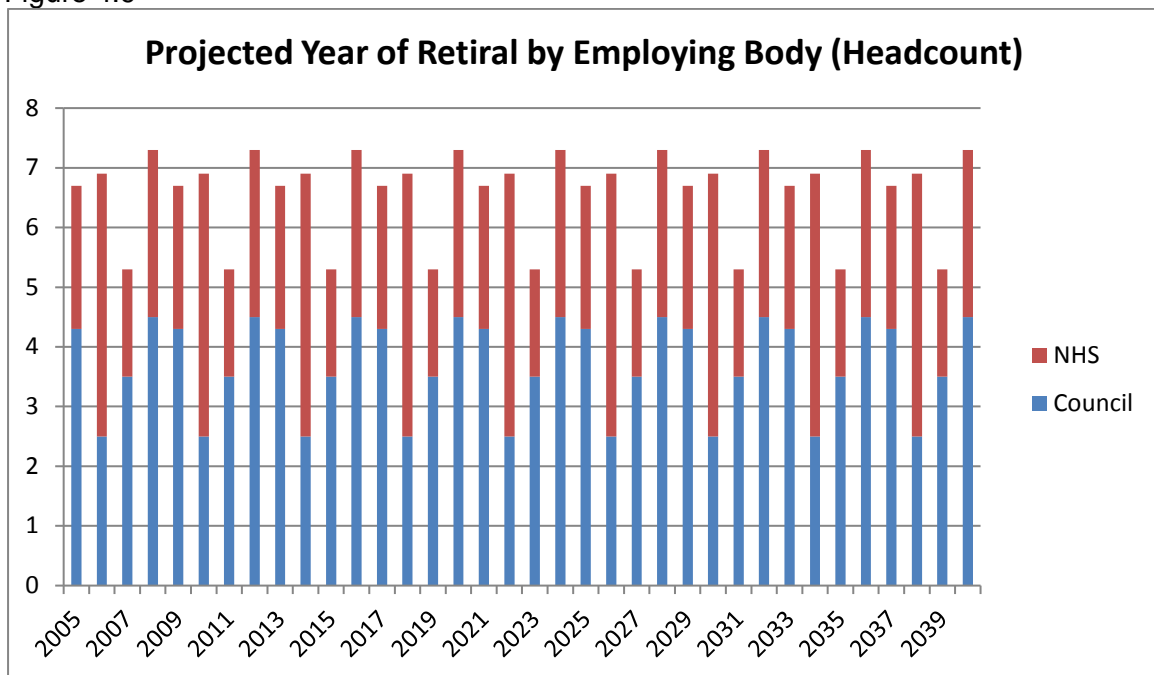
4.4 Risk of Retirals

4.4.1 The pattern of age retirals have been analysed to identify any factors which may provide additional details on the average ages where staff may choose to retire. The following factors were found to be indicative of retiral.

- Pay Band
- Job Role (Clinical vs. Non Clinical Staff)
- Pension Scheme Membership
- Enhanced Pension Status (NHS staff only)

4.4.2 Figure 4.9 shows a timeline of the estimated staff retiral years split by employing body. Note that small numbers of staff have chosen to work beyond their estimated retiral year and, as such, show as years already reached.

Figure 4.9



4.5 HSCP Turnover Levels

4.5.1 Both health and social care have seen increasing levels of turnover across the workforce over the last 5 years, reflecting the aging workforce. The increase has been particularly stark in the NHS figures, rising by just under 2.5 % in that timescale. Along with the aging workforce, this sharp increase reflects individuals with mental health officer status retiring from the organisation.

4.13 Activity within the HSCP

- 4.131.1 As detailed above, Care groups have identified a range of service based actions that are underway to address new service developments within their areas of responsibility. However, there are also a number of corporate activities in place that the HSCP must continue to access to respond to the challenges presented above.

The HSCP currently holds the Gold Healthy Working lives award, which allows access to a range of support, information and activity for staff to manage individual health and wellbeing issues and also to mitigate issues of absence where this is possible.

4.14 The local labour market

- 4.14.1 Glasgow has one of the highest unemployment rates of all local authorities within Glasgow. Although recruitment generally is not difficult for most job families, the HSCP does experience challenges when seeking to fill some vacancies. The level of experience, specialist skills required and the nature of some working patterns all impact on the ability to fill a vacancy. Where areas of difficulty are identified by services, Human Resources work in partnership to identify medium and long-term solutions and approaches which will alleviate recruitment difficulties.

Both NHS Greater Glasgow and Clyde and Glasgow City Council recognise the importance of employment in helping to tackle poverty and income inequality and the HSCP is working with both parent organisations along with Community Planning partners to support enabling individuals to progress towards and remain in employment.

4.15 Widening Access to employment

- 4.15.1 In seeking to ensure the supply and sustainability of a skilled and appropriately training workforce within the HSCP, the HSCP will continue to work with both NHS Greater Glasgow and Clyde and Glasgow City Council to support the provision of employment opportunities to all sections of the working age population, along with provision of work experience and training opportunities. This will be supported through the continued raising of awareness of careers and jobs within the HSCP and how these can be accessed, and the support to a range of modern apprenticeship opportunities.

Both NHS Greater Glasgow and Clyde and Glasgow City Council work in partnership with a number of agencies to deliver work experience, employment and training opportunities, pooling expertise and working to achieve positive outcomes. The HSCP is engaged in supporting this activity going forward and also has begun outreach to local further education providers to scope out provision of appropriate training to support continued future access to an appropriately skilled workforce.

4.16 Learning and Education

- 4.16.1 Glasgow City HSCP is committed to ensuring that all staff have access to training, learning, and educational opportunities which will enable them to do their jobs and keep up to date with changing skill requirements.

Training and Education staff are aligned to all services within the HSCP and can offer access to both specialist advice and also deliver training, education and development as part of their role.

4.17 Detail of the Third and Voluntary Sector Workforce

- 4.17.1 Glasgow City HSCP recognises the importance of service provision to our patient and client group within our care groups and localities within the HSCP involving Third and Voluntary sector colleagues. To date there has not been the opportunity to formally assess and record the detail of these workforce(s) as part of the workforce planning processes in place for the HSCP.

It is recognised that, given the many different service providers within this sector, provision of standardised detail could be challenging. However, going forward for future iterations of the workforce plan, there is a commitment to dialogue with our partners to seek to represent this detail on an ongoing basis to ensure that as complete a picture as possible is provided regarding the range of services, individuals and skills provided.

5 Section Five

Implementation, Monitoring & Review

5.1 Workforce Plan Governance & Monitoring

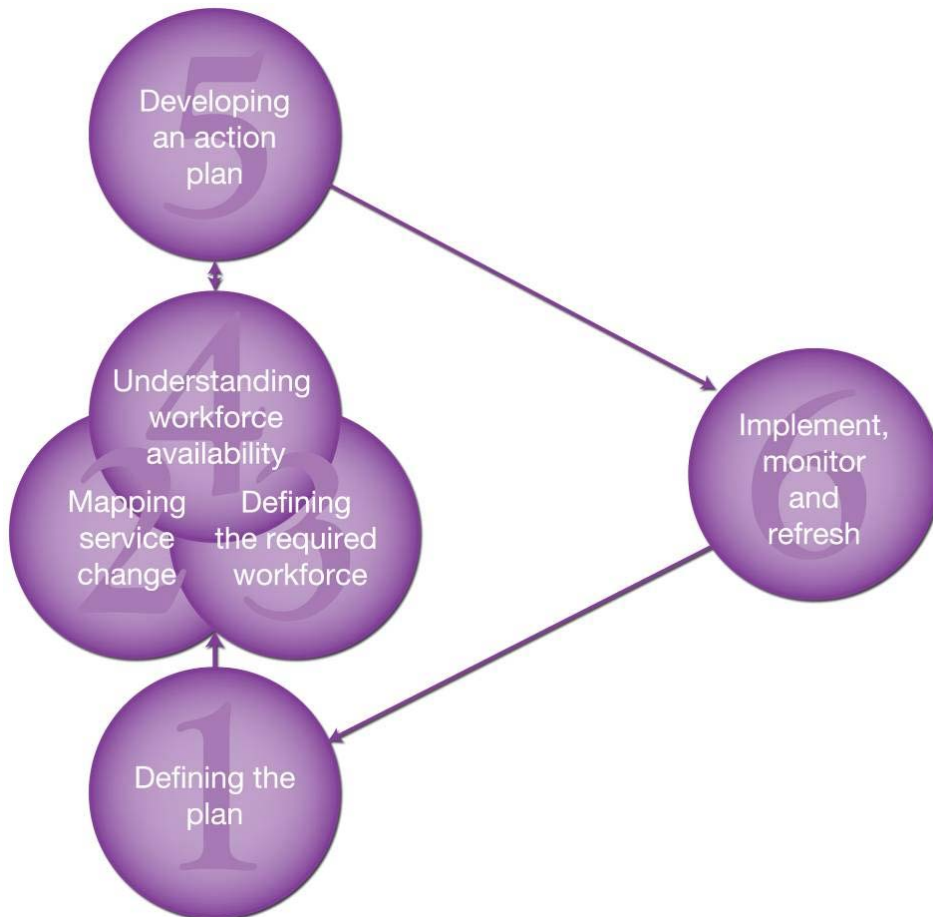
- 5.1.1 Monitoring of progress with the actions and intentions set out in the 2019/20 Workforce Plan will be carried out within the governance framework described in this document.
- 5.1.2 The Workforce Plan will be published on the HSCP webpage after it has been approved by the Integration Joint Board (IJB).
- 5.1.3 The initiation and implementation of service plans and redesigns and the consequent workforce implications are also closely monitored and progress will be reported to local management and partnership groups as appropriate.
- 5.1.4 It should be recognised by all stakeholders that the redesign and service change plans set out in this Workforce Plan are at varying stages of development and implementation. In addition a number of the projects are still the subject of continuing discussion with Staff Side and therefore outcomes may change as consultations are completed. This flexibility is reflected in the narrative of the plan. Some of these plans will change in response to external influences and events and this may affect projected workforce change.
- 5.1.5 The achievement and implementation of specific actions within the 2019 - 2022 Workforce Plan will be reviewed by the Senior Management Team (SMT), Staff Partnership Forum (SPF), Trade Union liaison arrangements and, ultimately, the Glasgow City HSCP Workforce Board.

6 Appendices

6.1 The 6 Steps Methodology

The 6 Steps Methodology sets out a consistent, practical framework that outlines the elements that should be contained in workforce plans whether they are at departmental, service or Board level.

The format of the guidance reflects the 6 Step Methodology to Integrated Workforce Planning and contains workforce planning checklists at each step of the process and sign-posts to other data and information sources that will be of particular help in ensuring that workforce plans are evidence based.



Step 1 - Defining the Plan

Is the first step in any planning process and outlines why a workforce plan is necessary and how it will support the achievement of wider corporate goals and objectives. The purpose, scope and ownership of the workforce plan are made explicitly clear within this section.

Step 2 - Service Change

The second step of the plan indicates the goals and benefits of change, the future context for how services will be delivered. At this point it is important to identify the options for future service delivery, the drivers for and/or constraints against future changes and what any preferred option(s) might look like.

This step is an excellent way of ensuring appropriate engagement with a range of stakeholders in the planning process.

From here it is possible to determine the specific benefits, goals and objectives of any future service delivery. It is also possible to begin to create a range of service scenarios for the future and how this may specifically impact on the workforce.

Care must be taken not to unduly replicate information that is available in other plans such as the Local Delivery Plan (LDP), finance plan, service plans etc. The intention is not to duplicate information but to ensure that underpinning information and context is taken into consideration.

Step 3 – Defining the Required Workforce

This step should outline the workforce required to meet the predicted service needs and requires all of the key issues local and national which will impact on workforce design and deployment to be taken into account.

Step 4 – Workforce Capability

Describes the characteristics of the current workforce (i.e. baseline data), how any supply data can inform workforce forecasting and identify what options can be implemented in managing future supply.

Step 5 – Action Plan

Developing an action plan is a high priority in the process because it identifies the actions and sets out how these will be progressed and managed.

Step 6 – Implementation and Monitoring.

Step 6 is the monitoring process for plans, it also allows for reflection on actions and taking account of any new drivers and any unintended consequences of developments.

6.2 Appendix 2 - Glasgow City HSCP Workforce Plan Board Membership

Susanne Miller, Chief Officer, Strategy and Operations and CSWO

Sharon Wearing, Chief Officer, Finance and Resources

Christina Heuston, Head of Corporate Services

Sybil Canavan, Head of People and Change

Isla Hyslop, Head of Organisational Development

Anne McDaid, RCN, Staff Partnership Representative

David Walker, Assistant Chief Officer, Corporate Strategy

Jackie Kerr, Assistant Chief Officer, Adult Services and North West

Anne-Marie Rafferty, Assistant Chief Officer, Public Protection and Complex Needs

Stephen Fitzpatrick, Assistant Chief Officer, Older Peoples Services and South

Mike Burns, Assistant Chief Officer, Children's Services and North East

Margaret Hogg, Assistant Chief Officer, Finance

Hamish Battye, Head of Planning, Older Peoples Services

Gary Dover, Head of Planning, Children's Services

Janet Hayes, Head of Planning, Adults Services

Michael Smith, Associate Medical Director, Mental Health

Allison Eccles, Head of Business Development