Glasgow City IJB Integration Joint Board

Item No: 12

Meeting Date: Wednesday 18th March 2026

Glasgow City Integration Joint Board

Report By: **Kelda Gaffney, Depute Chief Officer, Operations & Governance / Chief Social Work Office**

Contact: **Karen Lockhart, Assistant Chief Officer, Adult Services**

Phone: **0141 314 6238**

Glasgow City HSCP Draft Locality Plan 2026-28

Purpose of Report:	To present the IJB with the draft Locality Plan 2026-28 for consideration and approval.

Background/Engagement:	The Scottish Government's Localities Guidance (2015) remains in place, supplemented by the Planning with People guidance (2021 and refreshed for 2024). In line with the IJB's decision to extend the current Strategic Plan to March 2028, this draft Locality Plan has been developed to align with that, to cover the period 2026-28. At its meeting in November 2025, the IJB Public Engagement Committee (PEC) received a paper summarising a wide range of City-wide and locality community engagement activities undertaken over the last year, relevant to the development of the draft Locality Plan. A draft version of the Locality Plan was presented to PEC in February 2026. The paper to PEC included the rationale for encompassing locality and care group activities within a single Locality Plan, as opposed to three separate documents covering activities in each of the three Glasgow City localities; a single Locality Plan reduces duplication, considerably, and provides the information across care groups in a more accessible format.

Governance Route:	The matters contained within this paper have been previously considered by the following group(s) as part of its development.

	HSCP Senior Management Team ☒ Council Corporate Management Team ☐ Health Board Corporate Management Team ☐ Council Committee ☐ Update requested by IJB ☐ Other ☒ Public Engagement Committee Not Applicable ☐

Recommendations:	The Integration Joint Board is asked to: a) Note the issues and engagement approaches outlined in this paper relevant to the draft Locality Plan; b) Note the content of the draft Locality Plan and offer feedback as necessary to inform its finalisation; and c) Approve that the final Locality Plan be published in April 2026, taking into account feedback offered by the IJB.

Relevance to Integration Joint Board Strategic Plan:

The Locality Plan is integral to the IJB's Strategic Plan, ensuring that service users, communities and stakeholders across Glasgow City can participate and influence service planning and delivery. As well as informing the content of the Locality Plan, relevant feedback from engagement activities forms part of the ongoing strategic planning cycle; views gathered through locality engagement activities will help to inform the development of the next IJB Strategic Plan. This helps to ensure a continuous feedback loop between community engagement, locality planning, and strategic decision making.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome(s):	The Locality Plan will support the delivery of all nine national health and wellbeing outcomes.

Personnel:	There are no direct personnel implications resulting from this report.

Carers:	Carers are a key stakeholder group in locality planning and are part of the ongoing engagement activities that include forums, targeted outreach, and surveys – all of which aim to capture feedback from stakeholders.

Provider Organisations:	Representatives of independent and third-sector providers are involved in both the design and delivery of locality-level services, through strategic planning groups, engagement forums and commissioning processes.

Equalities:	The priority actions within the draft Locality Plan align with the vision and priorities set out in the IJB Strategic Plan, which was subject to EQIA. Any significant areas of service

	change referred to within the draft Locality Plan will be subject to an individual EQIA and made available on the GCHSCP website: https://glasgowcity.hscp.scot/equalities-impact-assessments

Fairer Scotland Compliance:	The draft Locality Plan includes a number of actions aimed at promoting equality and reducing health inequalities. The plans also set out headline findings from health and wellbeing survey results, including those linked to social health and deprivation.

Financial:	There are no immediate financial implications arising from this paper.

Legal:	Locality planning and engagement is a statutory requirement under the Public Bodies (Joint Working) (Scotland) Act 2014.

Economic Impact:	Effective locality planning and engagement contributes to better service planning and delivery and helps to inform how Glasgow City HSCP resources are directed.

Sustainability:	Effective locality planning considers environmental and operational sustainability, particularly in the use of local assets and community resources.

Sustainable Procurement and Article 19:	Not applicable at this stage. Future service delivery decisions linked to locality priorities will be procured, where necessary, in line with relevant policies.

Risk Implications:	The priority actions outlined in the draft Locality Plan align with those set out in the IJB Strategic Plan 2023-28. Any risks associated with delivery and implementation will be escalated as necessary and reported through the Strategic Plan monitoring process.

Implications for Glasgow City Council:	Locality planning aligns with Glasgow City Council's strategic aims around community empowerment, wellbeing, and addressing inequalities.

Implications for NHS Greater Glasgow & Clyde:	Locality Planning aligns with NHS Greater Glasgow and Clyde's strategic aims to improve health and well-being and reduce health inequalities.

Direction Required to Council, Health Board or Both	
Direction to:	
1. No Direction Required	☒
2. Glasgow City Council	☐
3. NHS Greater Glasgow & Clyde	☐
4. Glasgow City Council and NHS Greater Glasgow & Clyde	☐

1. Purpose

1.1. To present the IJB with the draft Locality Plan 2026-28 for consideration and approval.

2. Background

2.1. The Scottish Government's Localities Guidance (2015) remains in place, supplemented by the Planning with People guidance (2021 and refreshed for 2024). In line with the IJB's decision to extend the current Strategic Plan to March 2028, this draft Locality Plan has been developed to align with that, to cover the period 2026-28.

2.2. At its meeting in November 2025, the IJB Public Engagement Committee (PEC) received a paper summarising a wide range of City-wide and locality community engagement activities undertaken over the last year, relevant to the development of the Locality Plan. A draft version of the Locality Plan was presented to PEC in February 2026.

2.3. The paper to PEC included the rationale for encompassing locality and care group activities within a single Locality Plan, as opposed to three separate documents covering activities in each of the three Glasgow City localities; a single Locality Plan reduces duplication, considerably, and provides the information across care groups in a more accessible format.

3. Locality Plan Format

3.1. As outlined above and in response to feedback, in comparison with previous Locality Plans we have adjusted the format to:

- Reduce the detailed narrative in many paragraphs, particularly those that are ultimately signposting people to where they can access further information on service-specific plans.

- Highlight, more prominently, the important role of Carers and include a priority to jointly develop a Carers Action Plan to help meet with aspirations set out in the GCHSCP Carers Strategy 2025-28.

- Have greater recognition of good engagement activities undertaken locally, with a commitment to continue those approaches.

- Set out more transparently our planned service actions for 2026-28 (in addition to highlighting progress against current priorities).

- Set out the information covering all three localities in a single document. This avoids the repetition of identical sections previously seen across 3 separate documents and enables the reader to more easily access the information most relevant to them.

3.2. The timescale for publication of the Locality Plan in April 2026, while appropriate, does mean that it us unable to set out specific details on the service reviews to be undertaken as part of Glasgow City HSCP's Service Prioritisation programme. However, we will ensure that the locality engagement activities that follow on from the publication of the Locality Plan provide an opportunity to share further information on the Service Prioritisation programme. This will include regular updates to Locality Engagement Forums (LEFs) and other local engagement networks.

3.3. Notwithstanding the above improvements to the format of the Locality Plan, it is the intention to make available a brief, easy-read version at time of publication.

4. Locality Engagement

4.1. The Locality Plan provides a platform for ongoing good engagement, and the opportunity remains for community voices to shape how our priority actions are implemented and more generally, comment on how services are being delivered.

4.2. The majority of that engagement will be taken through established routes, including:

- Locality Engagement Forums and local engagement networks.
- Building on the progress made during 2025/26 in maximising community engagement in the North East within the Parkhead Hub; ensuring that local voices continue to inform how the space is used and developed across programmes of work.
- Links with the Make It Local programme; supporting community-led health and wellbeing activities that strengthen prevention and early intervention.
- Targeted pop-up engagement surveys / conversations to seek feedback on people accessing services.
- The ongoing development of the Locality Database in the North West; extending the opportunities for people to participate in engagement, involvement and consultation activities.
- Linking with other, targeted engagement work taking place on specific service changes to promote awareness within localities.
- Continue the ongoing development of a programme of community marketing and networking in the South to strengthen collaboration between GCHSCP, the third sector, and community partners.
- A greater emphasis on taking our engagement into established community groups, forums, events etc. in order to improve our engagement reach and tap into expertise.
- Ensure the voice of carers is prominent across engagement activities and contributes to the development a Carers action plan, to further support implementation of GCHSCP's Carers Strategy 2025-28.

4.3 While the Locality Plan will run for a 2-year period, it is proposed that a stock-take of our engagement activities relevant to the Locality Plan is taken after Year 1. The findings of this will be presented to PEC. The timing of that feedback is also expected to be relevant and valuable to preparations for the production of the next IJB Strategic Plan.

5. Recommendations

5.1. The Integration Joint Board is asked to:

a) Note the issues and engagement approaches outlined in this paper relevant to the development of the draft Locality Plan;
b) Note the content of the draft Locality Plan and offer feedback as necessary to inform its finalisation; and
c) Approve that the final Locality Plan be published in April 2026, taking into account feedback offered by the IJB.

Glasgow City HSCP
Health and Social Care Partnership

Glasgow City HSCP Draft Locality Plan 2026–28

NHS Greater Glasgow and Clyde

Glasgow City Council

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Foreword

We are delighted to present this Locality Plan, which showcases the key areas of progress and outlines planned actions across our three localities:

- North East Locality
- North West Locality
- South Locality

This is the first time we have brought together information for all localities and care groups within a single document. By doing so, we aim to make it easier for readers to find the details most relevant to their interests and needs.

The priorities and actions set out in this Locality Plan are closely aligned with those described in Glasgow City IJB's Strategic Plan (2023-2028). Our continued commitment is to improve health and care outcomes for all, with particular attention to supporting and protecting people who have additional needs or face vulnerabilities.

We recognise how essential it is to engage with local communities and individuals who have lived experience of accessing our services, along with their carers. Their voices and perspectives are invaluable in shaping our approach and ensuring our services remain responsive and effective.

This Locality Plan sets the stage for meaningful engagement, which will be especially important as we move forward with an ambitious programme to review Glasgow City HSCP services over the next three years. These reviews will help us prepare our services to meet future demands and explore solutions to the significant financial challenges we currently face.

We would like to express our gratitude to our staff for their continued hard work and dedication. We also acknowledge the crucial contributions made by other care providers, third sector organisations and carers, all of whom play an essential role in supporting our communities.

Karen Dyball, Assistant Chief Officer, Children's Services and North East Locality
Karen Lockhart, Assistant Chief Officer, Adult Services and North West Locality
Caroline Sinclair, Assistant Chief Officer, Older People's Services and South Locality

Introduction

Glasgow City Health and Social Care Partnership (GCHSCP) stands as the largest partnership for health and social care in Scotland, both in terms of population served and budget managed. GCHSCP covers three distinct localities: North East, North West and South. This Locality Plan provides a detailed overview of the main programmes within each area, all of which are aligned with the strategic actions set out in the Integration Joint Board (IJB) Strategic Plan 2023-28. These strategic actions are categorised under the IJB's core priorities illustrated below.

The Strategic Plan underlines GCHSCP's ongoing commitment to collaborative working with community partners. The Partnership aims to improve health and wellbeing, prevent illness, reduce social isolation, combat both poverty and financial insecurity, and tackle persistent health inequalities across Glasgow City.

For the first time, all locality plans have been brought together into a single, consolidated document. This integrated approach, covering the period from April 2026 to March 2028, is designed to make information more accessible and user-friendly, and to ensure consistency with the timeframe of the current IJB Strategic Plan.

By presenting the locality information together, this plan aims to better support community partners by:

- Enhancing understanding of citywide priorities and community needs.
- Enabling partners to align their activities more closely with GCHSCP's objectives.
- Encouraging new opportunities for collaboration across organisations.

The Locality Plan is intended to foster meaningful engagement on HSCP priorities and to strengthen collaborative efforts across the city.

Addressing Health Inequalities

GCHSCP is dedicated to reducing health inequalities by removing barriers and adapting services to better meet the diverse needs of its residents.

The Partnership works closely with community partners to deliver NHS Greater Glasgow and Clyde's Public Health Strategy, *Working Together to Stem the Tide*, which sets out nine key public health priorities. Since 1999, the Adult Health and Wellbeing Survey has been conducted every three years to monitor local health trends.

Maximising Independence

Maximising Independence remains a central goal for GCHSCP, promoting the creation of asset-based and strengths-focused programmes across the city. This initiative seeks to collaborate with service users and local communities to develop sustainable, locally-led projects that foster inclusion, wellbeing, and independence, thereby reducing reliance on statutory services. One such example is the Make it Local programme, which works in partnership with organisations to deliver local services and activities.

Supporting Carers and Young Carers

Carers are vital to Glasgow's communities, providing essential support to individuals with a wide range of needs, including family members, friends, and neighbours. The Carers (Scotland) Act 2016, which took effect on 1 April 2018, introduced additional responsibilities for Integration Joint Boards regarding support for carers.

GCHSCP Carers Strategy can be found at Glasgow City HSCP Carers Strategy 2025-2028.

GCHSCP is dedicated to supporting young carers, meeting our responsibilities under GIRFEC, the Promise, and the UNCRC to protect their rights and wellbeing. The upcoming Integrated Children's Services Plan 2026-29 will reinforce our commitment to helping young people, especially young carers, through clear strategies and partnership work. The current plan can be accessed at Children's Services Plan (CSP) 2023–2026

Recognising the crucial contributions of carers, the Glasgow Carers service was established in November 2024 to enhance support provision. Working in close partnership with GCHSCP, Glasgow Carers has introduced several feedback mechanisms to capture carers' experiences of health and social care services. These include peer support groups, an accessible survey, dedicated telephone support, and in-person assistance across the city. Carers' voices are integral to decision-making, with representation on key committees such as the Glasgow City Integration Joint Board, IJB Public Engagement Committee, and Locality Engagement Forums.

Primary Care

Glasgow's Primary Care Action Plan (PCAP) - 2023-26 approved in September 2023, builds on earlier plans to help GPs focus on complex cases by expanding the wider primary care team. The PCAP also covers managing the prescribing budget, working with primary contractors (GPs, optometrists, dentists, and pharmacists), and supporting primary care sustainability in Glasgow.

NHS GGC's first Primary Care Strategy, approved in May 2024 and running to 2029, aligns with NHSGGC's Delivery Plan and GCHSCP's PCAP. It aims to improve health and wellbeing by focusing on digital care, workforce optimisation, and integrated pathways, in collaboration with NHSGGC and other HSCPs.

Performance Indicators

GCHSCP evaluates performance by using Key Performance Indicators (KPIs) across all services.

These metrics are regularly reviewed and reported through Quarterly and Annual Reports to the Integrated Joint Board and its Finance and Scrutiny Committee. The

Annual Report features both local area data and citywide KPIs, highlighting the contributions and outcomes achieved within each locality.

Equalities and Legal Responsibilities

The Integration Joint Board (IJB) is legally bound by the Equality Act 2010, requiring it to prevent discrimination and promote equality for individuals with protected characteristics.

Participant in Parkhead Hub's Create & Connect programme

Statutory Duties

To meet its legal responsibilities under the Equality Act 2010, the IJB is required to undertake the following actions:

- Publish its own set of equality outcomes.
- Report on progress towards the achievement of these equality outcomes.
- Report on the mainstreaming of the equality duty within its activities.
- Conduct, review, and report on Equality Impact Assessments for relevant policies and programmes.

Further Information

Find the IJB's 2024-2028 equality outcomes in The GCHSCP Equality Outcomes 2024-2028. Ongoing activity details are at Equality activity.

Locality Overview

North East Locality

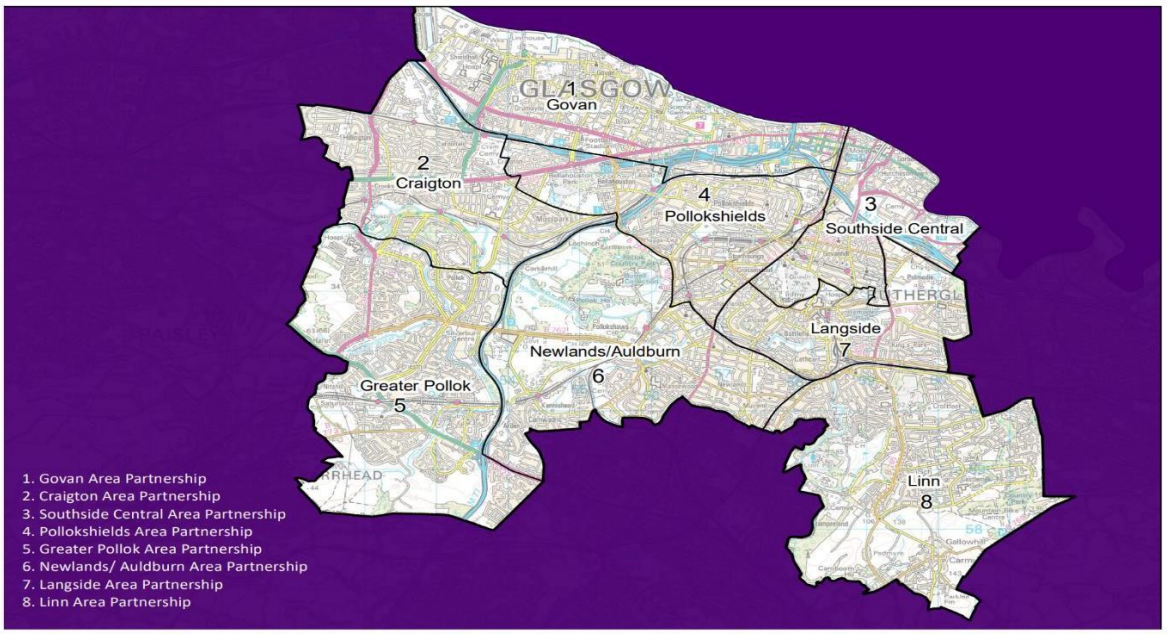
The North East Locality oversees a comprehensive range of services for its 173,876 population. Leadership is provided by the Assistant Chief Officer, who is responsible for both strategic direction and operational delivery of Children's Services within Glasgow City Health and Social Care Partnership. Key services managed in this locality include Health Visiting, the Family Nurse Partnership, School Nursing, Children and Families Social Work, and a variety of family support services that are delivered in partnership with the third sector. It is composed of seven Area Partnerships.

North West Locality

The North West Locality is responsible for delivering a broad spectrum of services to its community. The Assistant Chief Officer for this area is the strategic and operational lead for Adult Services for GCHSCP; ensuring that care and support are effective and responsive to the needs of adults across the city. The North West Locality has a total population of 222,284 and comprises eight Area Partnerships:

South Locality

The South Locality is led by an Assistant Chief Officer who provides strategic and operational leadership for Older People's Services within GCHSCP. This role involves coordinating the delivery of essential supports tailored to older adults across the city. South Locality serves a population of 227,890 and covers eight Area Partnerships:



Health & Wellbeing Data Overview

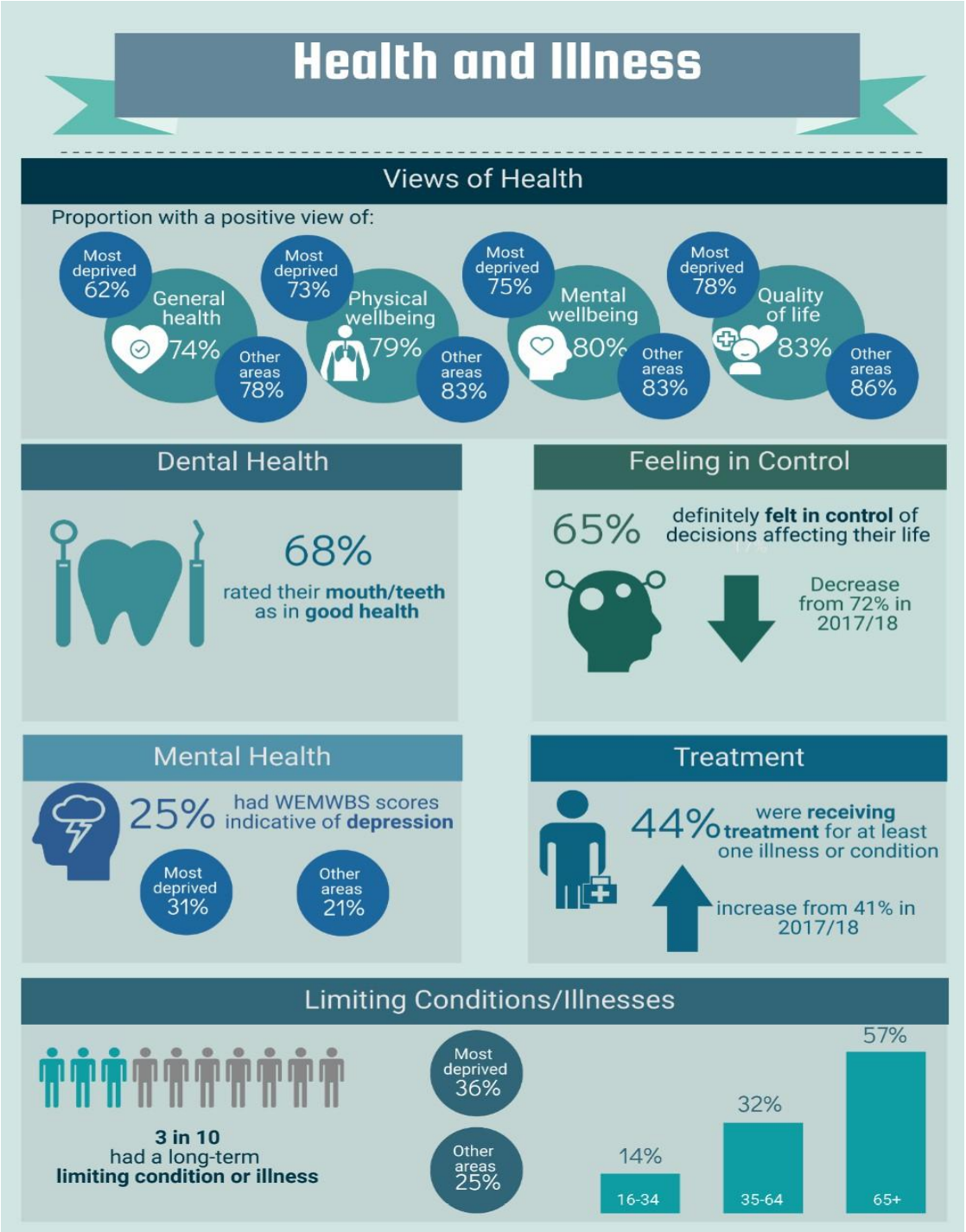
This section offers an overview of key data and trends relating to the North East, North West, and South Localities. The information is based on demographic profiles and findings from the 2022/23 adult health and wellbeing survey, the most recent survey undertaken. These insights serve as a vital resource for understanding the current health and wellbeing landscape within each locality, highlighting significant developments and ongoing challenges. An overview of survey findings is shown in the diagram on page 9.

Locality Reports and Further Analysis

For readers who require more detailed information and a deeper analysis, comprehensive locality reports are available. These reports provide extensive context and an in-depth examination of health and wellbeing indicators for each area. The full reports can be accessed as follows:

- NHS Greater Glasgow and Clyde 2022/23 adult health and wellbeing survey: North East locality report (2022-23 HWB Survey North East - Final Report.pdf)
- NHS Greater Glasgow and Clyde 2022/25 adult health and wellbeing survey: North West locality report(NHS Greater Glasgow and Clyde 2022/23 adult health and wellbeing survey: North West locality report)
- NHS Greater Glasgow and Clyde 2022/25 adult health and wellbeing survey: South locality report (NHS Greater Glasgow and Clyde 2022/23 adult health and wellbeing survey: South locality report)

People's Perception of their Health & Illness



2022-23 HWB Survey Glasgow City - Final Report 2.pdf

Locality Progress & Priority Actions

Progress and Priority Actions 2026-28

Appendix 1 provides a comprehensive account of locality achievements and future priorities across various care groups for the period 2026-2028. Key areas include strengthened support for carers and children, enhancements to older people and mental health services, homelessness prevention strategies and developments within justice services, amongst others. Overall, localities' focus remains on supporting the implementation of priorities set out in the IJB Strategic Plan; to achieve improved health and care outcomes for the residents of Glasgow City.

Showcasing Local Engagement

Each locality has showcased, below, a key service improvement, demonstrating its importance and benefits to the community. These examples highlight the value of collaboration and tailored support across Glasgow City.

North East Locality: Parkhead Hub

Celebrating the First Year of Parkhead Hub

In 2026, Parkhead Hub - a celebrated health, social care and community facility in the North East locality - marks its first year of operation. Officially opened by the First Minister, John Swinney, on the 8th December 2025, the Hub was recognised as a model of collaborative and innovative partnership working, bringing together health, social care, communities, and third sector organisations. Throughout its inaugural year, the Hub has been instrumental in the co-creation and delivery of a comprehensive programme of services and community activities, guided by the *Community Network Approach*.

Community Network Approach and Programme

The Community Network Approach centres on understanding and meeting the diverse needs of key stakeholder groups, including local residents, service users and carers. During its first year, the Hub introduced a range of initiatives to support this goal:

- Network Task Group: This group is responsible for planning and delivering a wide array of events within the Hub, creating opportunities for services, third sector agencies and local groups to connect, share knowledge and exchange skills and information.
- Community Pop-Ups: These events raise awareness of local supports and public health campaigns featuring organisations such as Women's Aid, Money

Advice, Helpful Hints with Home Technology, Hearing and Hearing Aid Support, Rosemount Learning, Pain Management, and Alzheimer's Scotland, amongst many others.

- Community Room Booking Facilities: The Hub regularly hosts room bookings for around twenty organisations, including Lifelink, SAMH, Moira Anderson Foundation, Alcohol Awareness, and Skills Development Scotland, facilitating a wide range of community support activities.
- Local Engagement Forum: Quarterly meetings bring together key speakers and members to discuss topics of interest - such as support for carers and recovery - strengthening local engagement and dialogue.

RNID pop up offering hearing checks & info

Inclusive Outreach and Engagement: Hub & Spokes

The Community Network Approach is working on extending beyond the Hub itself, encompassing outreach activities across the North East locality. Community engagement efforts reach a variety of venues, including shopping centres, youth clubs, health centres and housing associations. This inclusive Hub and Spoke model is designed to enable the local community to shape the ongoing development of activities and services.

Participation and Impact

Between April and December 2025, approximately 25 different groups engaged with the Hub each month, resulting in 1,000 sessions and involving nearly 7,000 participants. Parkhead Hub has quickly become a vibrant gathering place for organisations, offering opportunities for one-to-one sessions, group activities and large-scale community events. The first Community Network Day, held in May 2025, featured over 50 stalls from health, social care, and third sector organisations, attracting more than 350 community members and staff. The theme was Mental Health and Wellbeing of children, young people and their families directly responding to suggestions from service users and the wider community.

"Really well organized with lots of different and interesting people doing amazing things, it was lovely to connect and chat to everyone"

Ongoing Community Feedback and Communication

Parkhead Hub has established itself as a platform for continual community feedback on services. It has also introduced a weekly 'What's on at Parkhead Hub' schedule, providing local residents with up-to-date information on available services, supports, and activities.

Play Cafe Participants, supported through WFWF

Play Café Case Study: Parkhead Hub

The Play Café is a weekly group for families running at the Parkhead Hub. It is delivered in partnership with Platform Easterhouse and funded through Whole Family Wellbeing Fund. Led by artist Rebecca Fraser and a creative team, families learn new skills and participate in activities that they can continue at home with their children. It takes a nurturing approach, providing lunch to help adults and children to feel welcome, bond and make new friends. An average of 30 attend each week with 7 languages spoken. A volunteer support assistant helps set up Play Café. Partnership working is also an important part with services sharing their skills, knowledge and offering supports including Parkhead CAB, GAMH North East Carers and Health Improvement. Celebration events take place including children's birthdays and cultural holidays.

I had a hard pregnancy so now I'm trying to enjoy every minute of him" // "Look! She's laughing! And now we're all laughing... it's infectious!" // "This is his first time eating melon!" // "She's really come out of her shell here" // "The food is beautiful- thank you"

North West Locality (Adult Services): The Thistle Safer Drug Consumption Facility

The Glasgow City HSCP, working collaboratively with key stakeholders, established the Safer Drug Consumption Facility (SDCF), marking a significant milestone as the first service of its kind in the United Kingdom. This initiative reflects an innovative and progressive approach to drug harm reduction within the city.

The Thistle Safer Drug Consumption Facility provides a supervised and supportive healthcare setting where individuals are able to inject drugs, which they have obtained elsewhere, in a clean and hygienic environment. The facility operates under the supervision of trained health and social care professionals, who prioritise the safety and wellbeing of all service users. Through the provision of professional support, the facility aims to offer a dignified and non-judgemental service to those who require it.

Reducing Community Impact

A central goal of the Thistle facility is to minimise the negative effects that outdoor drug injecting can have on the local community. By offering a safe and controlled environment for drug consumption, the facility seeks to reduce disruptions and concerns faced by nearby residents, businesses, and the wider neighbourhood. This approach is instrumental in fostering a safer, cleaner and more cohesive community environment.

Images courtesy of NHS Greater Glasgow & Clyde

Pathways to Support and Improved Wellbeing

The immediate access to expert assistance within the facility encourages individuals to seek further support and guidance. This proactive approach creates opportunities for service users to improve their health and overall quality of life. By supporting both individual recovery and broader community wellbeing, the facility contributes to a healthier and more resilient society.

Glasgow City ADP: Lived and Living Experience (LLE) Reference Groups

Lived and Living Experience Reference Groups Structure

The Glasgow City Alcohol and Drug Partnership (ADP) has established Lived and Living Experience (LLE) Reference Groups, including Mixed, Women's, and Families groups. Unlike traditional service user groups, these are led by members committed to improving outcomes for those affected by alcohol and drug harm across the city, representing diverse recovery journeys.

With member-led agendas and facilitation by the ADP Support team, these groups maintain strong links to senior management and strategic teams. The model is recognised for promoting trust, transparency, and accountability in ADP's work.

Active Participation and Impact

LLE Reference Groups dedicate time to understanding Glasgow's care system, engaging senior leadership with questions and suggestions to improve services. They've contributed to multiple GCHSCP initiatives, including co-producing the Thistle Service, assisting in staff recruitment, and influencing facility design.

Images courtesy of NHS Greater Glasgow & Clyde

Outside the Thistle Service, these groups have facilitated commissioning events for alcohol and drug services citywide, helped to develop the Greater Glasgow

and Clyde Stigma Framework and participated in Trauma walkthroughs for Glasgow Alcohol and Drug Recovery Services. They set their own priorities, targeting harm reduction and recovery for those affected by alcohol and drugs in Glasgow.

South Locality: Make it Local Programme

The Third Sector continues to play a pivotal role in shaping health and social care within Glasgow's localities. Deeply embedded within neighbourhoods and communities, Third Sector organisations support the delivery of GCHSCP's strategic and operational priorities. The organisations are widely recognised for their ability to offer meaningful, local support which strengthens wellbeing, improves health outcomes, and maximises independence.

The *Make it Local* project forms a crucial element of GCHSCP's Maximising Independence Programme and reflects a strong commitment to community partnership. The *Make it Local* approach is preventative and community-led; ensuring that support is tailored to local needs and delivered in a way that empowers individuals. The focus on early intervention and maintaining independence is closely aligned with the objectives outlined within the Locality Plan, highlighting the role of collaborative, community-based action to achieve better outcomes for all.

Working closely with eleven diverse community organisations across Glasgow City demonstrates the breadth of its reach and collaboration. Within the North West Locality, groups such as Weekday Wow Factor (WOW), Kingsway Community Connections, and Linkes are active partners in the initiative. Research is currently ongoing to understand and evaluate the effects of community-based activities delivered through these partnerships, focusing on how such interventions can improve the health and wellbeing of local residents.

WOW promote wellbeing through prevention, early intervention, and rehabilitation, helping individuals stay connected and independent. Hosting weekly music and movement sessions, adapted daytime discos, and light lunches to foster social interaction and fitness. The weekly Minibus Adventures offer accessible day trips, while Zoom sessions including: Culture Club, Tai Chi, Science Club, and disco chats keep isolated or housebound members engaged. Recently WOW launched a Dementia Meeting Centre in Whiteinch, focusing on rehabilitation and expanding our successful South

Image courtesy of Weekday Wow Factor

West Centre. We also provide annual short breaks, with past trips to Wales, the Isle of Skye, and the Isle of Lewis.

Locality Engagement in the South Sector aims to build on learning and good practice from the Make it Local Communities Programme and develop engagement opportunities with community based projects and services.

Robert Smith, a former Chair and longstanding member of the North West Locality Engagement Forum, has consistently championed community voices and participation. Through collaborative work with GCHSCP colleagues, he has amplified the influence of the community and increased the visibility of the Third Sector. As he approaches retirement from WOW, his enduring commitment and positive impact is recognised and celebrated.

Strengthening Local Engagement in Health and Social Care

Role of Locality Engagement Forums

Within each locality of Glasgow, Locality Engagement Forums serve as an essential bridge between local communities and the governance and planning structures of the GCHSCP. LEFs are instrumental in raising awareness of the Integration Joint Board, consulting on plans, and encouraging active participation from both service users and organisations. By fostering meaningful engagement, these forums help to ensure health and social care services are responsive to the distinct needs of each community.

Broadening Stakeholder Engagement across Localities

To maintain high-quality and sustainable services, GCHSCP is dedicated to meaningful stakeholder engagement. This commitment is central to the decision-making process and guarantees that any changes to services reflect the views and requirements of local people, as well as the unique characteristics of their communities.

Consultation and Inclusive Participation

Localities are committed to broadening and enhancing their engagement initiatives with the objective of reaching a diverse audience throughout the duration of the Locality Plan. A variety of accessible online platforms will be utilised for conducting surveys, facilitating consultations, providing updates on proposed service modifications, and promoting public meetings. These inclusive approaches are designed to involve a wide spectrum of community members, ensuring that all stakeholders remain engaged and informed about key GCHSCP developments.

Nan McKay Hall

Collaborative Development and Co-Production of Services

In addition to digital engagement, GCHSCP is committed to partnership working, sharing responsibility for decision-making, co-producing and co-designing service changes with staff, LEF members, and stakeholder representatives. The facilitated sessions are organised to bring people together, allowing participants to share ideas, identify key priorities, and collaboratively develop solutions. GCHSCP staff also engage directly with the public in health and social care settings and at community venues to create more opportunities for direct interaction and keeping people informed. During consultation periods, public meetings are held in accessible venues to provide deeper insight into the varied needs of our population.

Ways to Get Involved

People living and working within Glasgow's localities are invited to contribute and participate to help shape the future of health and social care services. Opportunities for involvement include joining a Locality Engagement Forum or a community engagement network supported by GCHSCP, engaging with our staff to discuss priorities or service issues, along with providing feedback through surveys and questionnaires.

If you would like to:

Request further information for any of the themes or services reported within the Locality Plan; or

Provide feedback or discuss any themes or services referred to in Locality Plan; or

Request Alternative formats or languages;

Then please send any enquiries to GCHSCP_Communciations@glasgow.gov.uk

and your information will be forwarded to the relevant team/service.

Illustration by Katie Smith, commissioned for Parkhead Hub's Arts Strategy Programme

Appendix 1

Progress & Priority Actions 2026-28

Lead Locality	Service Area	Key Achievements 2025 - 2026	Specific Actions for 2026 - 2028
North East	Children and young people mental health well-being services	The 10 recommendations from People Achieving Change Mental Health Research are available. Mental health support is offered in various formats - digital, face-to-face, group, and one-to-one - focusing on marginalised groups. • Digital help for secondary pupils on anxiety, school, and relationships • Workshops like Art for Wellbeing and Walk & Talks • Outreach to Roma, Refugee, and Asylum-Seeking families • Community counselling for 12–19-year-olds • Compassionate Distress Response Service • Parent peer support on self-harm, suicide prevention, neurodiversity • LGBT+ specialist provision • Support for families with children awaiting Autism assessment Tier 1 and 2 services address non-clinical needs. For example, the Youth Health Service provides (clinical and non-clinical) support via evening clinics and online services for young people aged 12-19 (and up to 26 for vulnerable and care experience young people) at nine Glasgow venues. The Networking Team helps families and professionals with Autism assessment and enhances post-diagnosis support.	The Children's Services Plan 26-29, including the first Children's Rights Report 26-29, is being developed with input from Glasgow partners and direct engagement with children, young people, and families. Methods so far have included discussions and creative arts, with a focus on supporting health and wellbeing for all children.

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North East	Domestic Abuse Strategy	Domestic Abuse Children & Families Operational Group – Key Achievements: Safe & Together Training rolled out in South Locality, encouraging new, victim-supportive practices. Nuffield Research in Glasgow: improving evidence-based responses for families affected by domestic abuse. Created a Children's Tool Bag to enable staff to have trauma-informed conversations with children. Family Group Decision Making introduced to involve the whole family in support planning. Mapped local services supporting those who harm, including early intervention for dads. Established a lived experience group with Aberlour Bridges Project to inform service improvement.	Continue to implement the recommendations set out in our Domestic Abuse Strategy, 2023-28. This includes agreement to develop a suite of Domestic Abuse training aligned to strength-based, trauma-informed principles for roll out. The development will draw upon the audit findings from Safe & Together training and expertise of our staff involved in Children and Families. It will seek to strengthen and enhance our existing practice helping ensure our frontline staff are equipped with the most up-to-date knowledge, skills and tools to support those affected by domestic abuse.
North East	Family Support Services	Family Support Services are being strengthened with a new strategy, integrating Child Poverty Pathfinder and Whole Family Wellbeing initiatives. This includes up to seven years of joint provision and £44.8m investment, alongside an expanded Wellbeing Fund. The aim is to boost family wellbeing, reduce inequality and crisis interventions, and help more children remain with their families.	Strengthen skills to support families from minority ethnic backgrounds. Consult with families about their experiences with Glasgow services. Apply their feedback to guide improvements in engagement, access to information, staff training, workforce diversity, and consistent assessment and reporting, especially around language.

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North East	Keeping Glasgow's Promise Plan	Glasgow City HSCP committed in 2021 to Keep the Promise for care experienced children and young people, focusing on nurturing relationships and transforming the care system. This involved 100 calls to action across five foundations, overseen by the Delivering the Promise Board. By the end of 2025, 46 actions are complete or established, with 54 at the implementation stage. Received approval for the Promise Plan 21-24 (including extended review period encompassing 2025) detailing progress and evidence of impact.	Co-develop the next Promise Report 2026-2030 and future commitments with multi-agency partners and Glasgow's Corporate Parents. Implement the Action Plan for Inspection of Children at Risk of Harm in Glasgow.
North East	Parkhead Hub	The Hub offers a range of services for all ages, including support for addictions, justice, homelessness, sexual health, and health improvement. It houses GP, pharmacy, dental services, community spaces, the relocated Parkhead Library, and a café. Community engagement has included: • Weekly play cafes, art clubs, and sewing groups • Support for ESOL participants from 12 countries • Children's Mental Health Week workshops • Sessions via Community Links Workers • Design and printmaking workshops with college students From April to December 2025, around 25 groups held 1,000+ sessions at the Hub, reaching over 7,000 participants.	Delivery of the quarterly Local Engagement Forums in the North-East of the City. Continue to strengthen community feedback loops on service and Hub experience.

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North East	Trauma-Informed Practice	We partner with families, acknowledging trauma and valuing their input. Support is accessible through universal services for early intervention. Trauma-informed staff training is piloted in Addictions, Criminal Justice, Homelessness, and Mental Health in North East Glasgow. The Glasgow Intensive Family Support Service (GIFSS) aids families with young people at risk, working with HSCP and partner organisations, focusing on strengths and listening to all family members.	Progress with the priority areas identified from the Trauma Informed Practice self-assessment, including ongoing workforce development and training around Trauma Informed Practice with support from the Trauma Informed Practice Training and Implementation team.
North West	Alcohol and Drug Services	Glasgow City Alcohol & Drug Recovery Services (ADRS) consistently improved implementation of national MAT Standards (Medication Assisted Treatment standards), raising care quality each year. The Central Shared Care Team, launched in November, co-ordinates Opioid Substitution Therapy (OST) in primary care, alongside the Primary Care Facilitation Team, they support 72 GP practices and around 750 patients. This centralised model aims to boost consistency, clinical governance, and capacity across ADRS. Launched in 2025, The Thistle Safer Drug Consumption Facility has exceeded expectations, receiving positive feedback from users and stakeholders. The program currently has 575 registered users and has recorded 7,827 injecting episodes. It has facilitated 612 support service referrals, with most referrals directed toward housing, recovery services, and blood virus support. There are 25 active forum participants, and staff have delivered a total of 13,368 interventions. Additionally, 93 medical emergencies have occurred, with staff successfully managing 78 of these on-site.	A National Alcohol & Drug Strategy will be published in 2026, with a local plan to follow. Ongoing priorities include applying Medication Assisted Treatment (MAT) standards for high-quality drug treatment, expanding the Shared Care model with more GPs. Collaboration between Shared Care, Primary Care Facilitation, and ADRS teams will ensure seamless care. Continued support for GP practices, capacity monitoring, and evolving operational guidance are also planned. Create a business plan for a smoking/inhalation area at the Thistle site to help maximise SDCF (Safer Drug Consumption Facility) benefits. Partner engagement has begun.

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North West	Community Mental Health Supports	Community engagement revealed that community mental health services should address local needs and help reduce hospital admissions.	Create a plan to implement the 5-year Mental Health Services strategy for NHSGGC. Further engagement to assess possible locations for preferred mental health in-patient hospital sites.
North West	Domestic Abuse	Significant investment has gone into staff training on domestic abuse, risk assessment, and resilience in the justice sector. Safe Lives training was delivered to various service areas, including community justice and health care in police custody and prisons. In 2024, 392 staff from adult and older people's services attended awareness briefings. A Children's Tool Bag was also created to help staff discuss domestic abuse with children.	Continue implementing the 2023-28 Domestic Abuse Strategy and enhance outcomes for service users and communities impacted by domestic abuse, while also improving staff knowledge and skills, several key priorities have been identified. These include creating a training plan for all HSCP staff, building a data dashboard to monitor the strategy's progress, and establishing a Domestic Abuse Resource Repository that is accessible to everyone within HSCP.
North West	Homelessness Prevention	WAYfinder, launched in August 2025, has overhauled Glasgow's homelessness support system. It is shaped directly by people with lived experience. Prevention has improved significantly: more than half of all households seeking assistance had their homelessness prevented. A new online housing options explorer was introduced to give a tailored advice and guidance. In 2024/25, more than 3,600 homeless households were helped into permanent accommodation.	Finalise the ten-year Temporary Accommodation Strategy to end routine use of bed and breakfast accommodation and reduce time spent in temporary accommodation. Launch Phase 2 of the housing options explorer for bespoke advice and assistance.

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North West	Justice Social Work and Community Justice	Your Voice gathers feedback on communication, unpaid work, and office environments to improve services and support rehabilitation. Community Payback Orders combine unpaid work with interventions like drug or mental health treatment. Justice Social Work teams provide placements that benefit both participants and the community, helping reduce reoffending without custodial sentences.	Improve Structured Deferred Sentences, Bail Supervision, and Diversion programmes, to lower remand rates and shift care to communities. Embed trauma-informed approaches in all justice interventions to better support rehabilitation and independence. Strengthen integrated services by improving links between social work justice and health, housing, and community supports for comprehensive results.
North West	Police Custody	The Workforce Review has been completed, and implementation of the new organisational structure is underway. Recruitment efforts are commencing for positions including Advanced Nurse Practitioner, Clinical Nurse Manager, and Health Care Support Workers.	Introduce new roles such as Advanced Nurse Practitioners (ANPs) and Health Care Support Workers (HCSWs) into the Police Custody Healthcare team. Ensure people in custody receive prompt healthcare and explore opportunities to improve or develop new care pathways. The updated model will also allow for dedicated time to gather better evidence and gain a deeper understanding of the needs of the population within the Police Custody Healthcare environment.

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North West	Prison Healthcare	Glasgow Justice Services contributed to various reviews of prisoner pathways and social work roles in prisons. The Mental Welfare Commission gave positive reports after visiting HMP Barlinnie, HMP Greenock, and HMP Low Moss. The UN Committee against Torture also issued a positive report following its visit to HMP Low Moss. Lead Advanced Nurse Practitioners are now in post at HMP Barlinnie and HMP Low Moss, supporting efforts to eradicate BBV (Blood Borne Virus), with 92% of detainees tested and those positive offered immediate treatment. An Implementation Steering Group was established to oversee MAT (Medication Assisted Treatment) Standards in prisons.	Introduce Advanced Nurse Practitioner posts to improve skill mix, support nurse-led care, and enable GPs to focus on complex cases. Implement the Prisoner Pre-registration Circular 2025 by conducting an options appraisal to select a preferred model. HMP Barlinnie will pilot a shift from supervised in-possession medication for appropriate self-management. Process and numerical evidence of MAT standards will be reported nationally, with systems for experiential evidence established in 2026/27. Develop planning and governance structures with the Scottish Prison Service for the transition from HMP Barlinnie to HMP Glasgow (opening 2028/29).
North West	Services for Adults with Learning Disabilities	Reduction in the number of people experiencing delays when transitioning from hospital in-patient to a community setting.	Enhance the environment within existing day services buildings. Develop a business case to explore the potential for a new, purpose-built facility aimed at replacing the current HSCP day service facilities.

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North West	Sexual Health	The Service Review has been fully implemented, with the revised service configuration in place from September 2025. Access to Urgent Care and Termination of Pregnancy services remains on target, and engagement with Integrated Children's Service planning groups has supported the inclusion of children and young people's sexual health and wellbeing needs in local plans.	Develop a Greater Glasgow & Clyde-wide common service model for abortion services and post-abortion contraception, maximize STI/BBV (sexually transmitted infections / blood borne virus testing capacity, and establish a multi-disciplinary working group for improved access to longer-acting reversible contraception and post-partum/abortion contraception.
North West	Supporting Engagement	Within the North West Locality, multiple approaches are applied to advance engagement in health and social care. Individuals accessing services provide direct feedback to staff, while consultations and surveys collect input for continuous service improvement. The Locality Engagement Forum offers a platform for community members to contribute to decisions impacting service delivery. During 2024-2025, the LEF initiated several key developments: • Launched in January 2025, the Locality Database facilitates Glasgow City HSCP engagement • Community events and pop-up sessions are organised to aid recruitment and gather feedback, • In addition to regular LEF meetings, they introduced a public forum meeting	Following the January 2026 LEF development session, key priorities were set for the year: • Focus to expand North West LEF participation and representation, including more health awareness sessions. • The North West LEF Terms of Reference were circulated for approval. Meetings will continue every six weeks, with two public meetings added to increase community involvement. • LEF communications focus on HSCP updates and health and social care consultations • Future agendas to include Third Sector contributions to boost attendance and broaden focus beyond the public sector, while keeping GP access a priority. • Proposed guest speakers include Advocacy Project, Health & Social Care

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			Connect, ALISS, and Glasgow Council for the Voluntary Sector, Community Link Workers, Local Area Co-ordinators. • Members requested more promotion of North West LEF, including a promotional video involving HSCP communication staff
South	Analogue to Digital Transition Project	Currently, 95% of alarms operate using digital protocols, reflecting the successful transition of the service to a digital alarm receiving platform.	Complete the deployment of all digital telecare equipment and move the service into routine operations.
South	Carers	Development and launch of the Carer Strategy 2025-28.	Develop in partnership a Carer's Action Plan to deliver the aspirations set out in the Carers' Strategy 2025-28.
South	Continence Service	A structured programme aimed at reducing overspend has achieved £60,000 in savings to date, with additional efficiencies planned for financial year 2025-26 and 2026-27. In-person development sessions were conducted with clinical staff to develop an action plan focused on addressing waiting lists, reducing DNAs, and streamlining patient administrative processes.	An estimated £200K overspend reduction is projected for 2026-27 by decreasing continence product deliveries to care homes and community patients. Key initiatives have been implemented to enhance operational efficiency and improve patient experiences across the service. By focusing on reducing unnecessary referrals, streamlining administrative processes, and facilitating more flexible appointment scheduling, the service aims to deliver better outcomes for both patients and staff.

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South	Locality Engagement Forum	An online LEF took place in November 2025 with in person meeting scheduled for February 2026. Topics covered so far include • Make it Local Communities • Health and Social Care Connect • The redesign of the HSCP's Support Needs Assessment	Outreach work to strengthen the membership and reach of the South LEF will be undertaken along with wider engagement work to involve local residents and service users in discussions and activity related to Service Prioritisation. A paper will be produced and taken to Core Leadership which sets out the Engagement approach for the South Sector.
South	Maximising Independence – Make it Local Programme	Collaboration was undertaken with three community-based organisations to research the impact of participation in community activities on health and wellbeing outcomes. The North West organisations involved in the study were: Kingsway Community Connections, Weekday Wow Factor and Linkes (SCIO).	The programme is scheduled for completion by March 2026, after which a comprehensive evaluation will be conducted. This evaluation will highlight Health and Wellbeing outcomes and present potential strategies for advancing the work.
South	Maximising Independence Community Interface Network	Every quarter, around 50 statutory and third sector partners who work as link workers or liaise with service users—come together with the eleven organisations participating in the Make it Local Programme. Topics covered have ranged from working with the HSC Connect Service to collaborating with Alliance Scotland on updating online directories and information resources.	As the MI programme undergoes its transitional phase, it will be necessary to assess how effective the Network is. A decision must then be made regarding whether the Network should continue beyond March 2026.

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South	Maximising Independence Programmes and Projects	Ongoing support and proactive leadership, as appropriate, will be provided for the following initiatives: • Redesign of the Support Needs Assessment process • Make it Local Programme • Community Interface Network	These services operate citywide but have a specific focus on the South as they either cover our HSCP workforce or engage with particular South Sector organisations. Key tasks for the Community Interface Network in 2026 include: Implement Strengths Based training for HSCP staff, linked with the Support Needs Assessment. Evaluate the Make it Local Programme; and determine whether a Community Interface Network should be established.
South	Primary Care	Glasgow's Primary Care Action Plan (2023-26) supports GPs by expanding the primary care team, managing prescribing, working with contractors, and promoting sustainability.	In 2026/27, we will update our Primary Care Action Plan to align with the NHSGGC Primary Care Strategy and address national developments in funding and multidisciplinary teams.