



Item No. 12

Meeting Date Wednesday 15th April 2026

**Glasgow City
Integration Joint Board
Finance, Audit and Scrutiny Committee**

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Strategic Plan Monitoring Report (April 2026)

Purpose of Report:	The purpose of this report is to present the Strategic Plan Monitoring Report, updating Members on progress with implementation of the Strategic Plan 2023-26.
Background/Engagement:	The IJB's Strategic Plan 2023-26 was approved at the Integration Joint Board in June 2023 . The report that accompanied the new Strategic Plan (the Plan) acknowledged that the IJB would seek assurance that the commitments laid out in the Plan were being progressed and having the desired impact in terms of meeting the needs of the people in the city.
Governance Route:	<p>The matters contained within this paper have been previously considered by the following group(s) as part of its development.</p> <p>HSCP Senior Management Team <input type="checkbox"/></p> <p>Council Corporate Management Team <input type="checkbox"/></p> <p>Health Board Corporate Management Team <input type="checkbox"/></p> <p>Council Committee <input type="checkbox"/></p> <p>Update requested by IJB <input type="checkbox"/></p> <p>Other <input type="checkbox"/></p> <p>Not Applicable <input checked="" type="checkbox"/></p>
Recommendations:	<p>The IJB Finance, Audit and Scrutiny Committee is asked to:</p> <p>a) Note the content of this report and the attached Strategic Plan Monitoring Report; and</p> <p>b) Note that the Strategic Plan Monitoring arrangements for 2023-26 have now concluded.</p>

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Relevance to Integration Joint Board Strategic Plan:

The Strategic Plan Monitoring Report provides an overview of the progress being made by the HSCP in delivering the commitments set out in the IJB Strategic Plan 2023-26 under all six of the IJB's Partnership Priorities.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	The Strategic Plan outlines activity that will be undertaken relevant to all the national outcomes.
Personnel:	None
Carers:	None
Provider Organisations:	None
Equalities:	None
Fairer Scotland Compliance:	None
Financial:	None
Legal:	None
Economic Impact:	None
Sustainability:	None
Sustainable Procurement and Article 19:	None
Risk Implications:	None
Implications for Glasgow City Council:	None
Implications for NHS Greater Glasgow & Clyde:	None

1. Purpose

- 1.1. The purpose of this report is to present the Strategic Plan Monitoring Report, updating Members on progress with implementation of the Strategic Plan 2023-26.

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2. Background

- 2.1. The IJB's [Strategic Plan 2023-26](#) was approved at the Integration Joint Board in [June 2023](#). The report that accompanied the new Strategic Plan (the Plan) acknowledged that the IJB would seek assurance that the commitments laid out in the Plan were being progressed and having the desired impact in terms of meeting the needs of the people in the city.

3. Approach to monitoring

- 3.1. A detailed description of the development of the approach to monitoring the Plan was provided to this Committee at its meeting on [17th April 2024](#), and key elements of this are summarised below.
- 3.2. Monitoring focussed on three key elements of the Strategic Plan. The first related to the five key areas of activity under each of the six Partnership Priorities. These were the activities provided by officers and highlighted within the Plan to act as examples of work to be undertaken in pursuit of each priority.
- 3.3. The second element included monitoring of the additional activity relevant to each priority that were not in the published Plan but were included in [activity tables](#) published on the HSCP's website.
- 3.4. The third element referred to the informal measures of "What success would look like" in relation to each priority. These measures are more challenging to track as they are more qualitative in nature and not necessarily linked to known areas of work to be progressed during the life of the Plan or specific performance measures that could be used to demonstrate progress in achieving them. The likelihood that there may be a reliance on anecdotal evidence and/or testimony from stakeholders was highlighted to and acknowledged by members at the IJB Development Session in November 2023.
- 3.5. Following feedback from the Committee at its meeting on 17th April 2024, a Red-Amber-Green (RAG) model was applied to the monitoring dashboard to reflect the current position of activities (or projects) that support the commitments in the Plan.
- 3.6. The RAG model that was applied was based on research of commonly used RAG status and associated descriptions. The RAG statuses used in the monitoring report were extended to reflect where activities are no longer proceeding, not due to begin or have been completed. Table 1 (below) shows the RAG status and descriptions used.

RAG	Description
Green	On track
Amber	Delayed
Red	Significantly delayed
Black	Not proceeding
Grey	Not due to begin
Blue	Complete

Table 1: RAG model for Activity status in Strategic Plan Monitoring Dashboard

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- 3.7. In monitoring the implementation of the Plan (and to minimise additional workload for officers providing similar information for other purposes), updates and progress have been drawn from existing sources as far as possible, such as other reports to the IJB or FASC, the [Annual Performance Report 2024/25](#), the work of Strategic Planning Groups and staff communications related to specific areas of work or initiatives.

4. Monitoring Report

- 4.1. This Committee already receives quarterly performance reports and “deep-dives” into performance in specific areas which are linked to the six Partnership Priorities in the Plan.
- 4.2. Whereas those inputs are designed to enable scrutiny of service delivery / performance by members, the purpose of the Strategic Plan 2023-26 Monitoring Report is to provide a high-level picture in relation to progressing the commitments made in the Plan.
- 4.3. The Strategic Plan Monitoring Report (April 2026) is attached to this report as Appendix 1.

5. Conclusion

- 5.1 The Committee will be aware that a proposal was submitted to the IJB at its meeting on [14 May 2025](#) asking for agreement to extend the life of the Strategic Plan 2023-26 to 2028. This was due to several factors but primarily due to the implementation of the 3-year Service Prioritisation programme, recognising that the progress and outcome of this programme will significantly inform the development of the next iteration of the Strategic Plan, as well as its impact on the capacity to prepare and undertake the required engagement.
- 5.2 It is also recognised that as the Service Prioritisation programme progresses, this will generate additional activities aligned with strategic priorities and the governance for the programme includes separate monitoring and oversight arrangements by the programme’s Executive Steering Group and IJB.
- 5.3 The activities being monitored in the attached report are those that were originally outlined in the [2023-2026 Plan Activity Tables](#). Although some of the activities, by their very nature, will continue beyond 2026 there was no requirement or plan to continue monitoring using these arrangements beyond the original life of the Strategic Plan.
- 5.4 In addition to this, the dashboard that was developed by officers to enable these monitoring arrangements was not constructed to extend beyond the original 3-year remit.
- 5.5 For these reasons, the Strategic Plan Monitoring arrangements for 2023-26 have now concluded with this report.
- 5.6 This Committee will continue to receive quarterly performance “deep dives” per service area as noted above and will receive regular updates on the Service Prioritisation Programme as part of the governance arrangements referred to in para 5.2.

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6. Recommendations

6.1. The IJB Finance, Audit and Scrutiny Committee is asked to:

- a) Note the content of the Strategic Plan Monitoring Report; and
- b) Note that the Strategic Plan Monitoring arrangements for 2023-26 have now concluded.

Strategic Plan 2023-26

MONITORING REPORT

APRIL 2026

FOCUS ON PARTNERSHIP PRIORITIES

Total Strategic Plan Commitments (by priority)

Chart 1 below provides an overview of the commitments made within the Strategic Plan in pursuit of each of the six defined Partnership Priorities. These are the six key strategic priorities for the IJB/HSCP and are as follows:

1. Prevention, early intervention and wellbeing
2. Supporting greater self-determination and informed choice
3. Supporting people in their communities
4. Strengthening communities to reduce harm
5. A healthy, valued and supported workforce
6. Building a sustainable future

In this report the following terms are defined as follows:

Commitments

Things which the HSCP has set out the intention to achieve during the lifetime of the Plan, as published within the Plan itself within the key priority activity, extended activity tables and informal indicators of success.

Key activity/projects

The activities and projects the HSCP has identified as requiring to be done in order to achieve the stated commitments. In some cases one commitment has more than one linked piece of work and in others a piece of work relates to more than one commitment.

Chart 1: Strategic Plan Commitments by Priority (n=204)



The chart above shows the number of commitments or key objectives identified within the Strategic Plan for each of the six priorities. These commitments are represented within the Plan in three ways; by key activities in the published Plan document under each priority; by extended lists of activity under each priority located on the HSCP website and; by statements of what success would look like, provided in part by feedback from stakeholders during the development of the Plan.

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This shows that the priority with the most commitments is Priority 1 (52), with the least activity identified for Priority 4 (21). In total, this represents 204 unique commitments, formal/detailed and informal, that are being actively monitored in relation to the Strategic Plan.

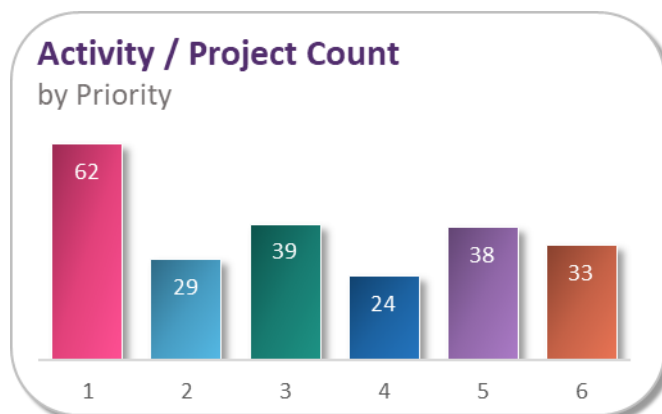
NB: the work packages and projects that have been identified to progress the commitments collectively represent more than the 204 stated above. This is because in some cases one commitment has more than one piece of work identified. When the total is adjusted to reflect this the total number of commitments equals 225.

Activity/objective Identified (by priority)

During the development of the Strategic Plan officers were asked to consider areas of activity/projects that were due to be started or concluded during the lifetime of the Plan, and to identify which of the Partnership Priorities each activity contributed to.

Chart 2 below shows how those individual areas of activity were distributed across the six priorities. For some priorities the number of activities is greater than the total commitments (chart 1). This is because for some commitments more than one activity was identified.

Chart 2: Strategic Plan activity by Priority (n=225)



As outlined above the true count of commitments that the activities/projects collectively seek to progress is 225, to account for the fact that some commitments feature more than once due to multiple relevant activities. Chart 1 has not been adjusted to reflect this to accurately represent the commitments within the Plan, prior to the identification of relevant pieces of work. However, each of the pieces of work has a timeframe and status attached to it, and therefore it is important to reflect this. Table 1 below seeks to illustrate the true extent of activity and whether that activity seeks to achieve one of the key priority activities, one of the activities in the activity tables or one of the informal indicators of success.

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Table 1: Total activities/projects by priority (n=225)

Priority	Priority activity	Activity table	Indicators of success	Total
1	9	35	18	62
2	5	11	13	29
3	8	16	15	39
4	8	7	9	24
5	6	15	17	38
6	5	16	12	33
Total	41	100	84	225

From the table above it can be seen that whilst there are 204 unique commitments made in the Plan and 225 linked activities/projects identified to progress them, and therefore 225 activities/projects being monitored in total.

Status of Activity

Following feedback from Committee Members a RAG status has been implemented to reflect the current position in relation to activities or projects identified to support the strategic commitments in the 2023-26 plan. The RAG status used in this report has been extended to incorporate activity which is no longer proceeding, not due to begin or has been completed. Table 2 below details the RAG status and descriptions used.

Table 2: RAG Descriptors

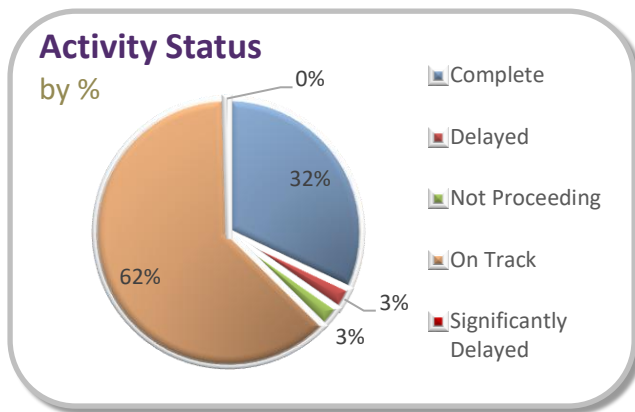
RAG	Description
Green	On track
Amber	Delayed
Red	Significantly delayed
Black	Not proceeding
Grey	Not due to begin
Blue	Complete

Chart 3 below shows the high level status of the activity identified. Of the 225 individual areas of work there was sufficient information to make a determination as to the status in all 225 of them (**100%**). The value of the status identified is based on whether or not the piece of work has commenced yet and whether that work is currently on track.

Status is not based on a detailed assessment of the work. For such a high volume of activity this would require too great a commitment of officer time to gather. The measurement of status is designed to give FASC Members general assurance regarding the work undertaken as part of the Strategic Plan.

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Chart 3: Activity status (n=225)



It should also be noted that where an area of work has yet to commence this might reflect its scheduling and therefore should not necessarily be considered problematic. What Chart 3 above shows is that of the total number of work packages identified in the monitoring database 32% have been completed, an increase from 31% in October 2025.

There is a slight decrease in work being reported as on track – this can be attributed to an increase in the completion of previously on track pieces of work.

Reasons for delays include the current financial constraints and increased demand on the services with limited resources. There is no change in the reporting of delayed or significantly delayed, 3% and 0% respectively.

Table 3: Comparison of Progress by Reporting Cycle Total Commitments

	April 2026	October 2025	April 2025	October 2024	April 2024
Completed	32%	31%	26%	19%	9%
On Track	62%	64%	68%	64%	56%
Delayed	3%	3%	2%	6%	6%
Not Proceeding	3%	3%	3%	-	-
Significantly Delayed	0%*	0%*	1%	1%	-

* Due to excel percentage calculations items are in significantly delayed but are not over 1 percentage point.

Commitment by Year

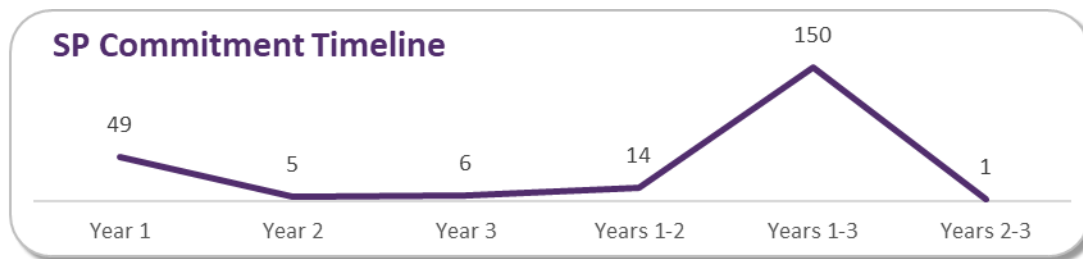
Chart 4 below shows the timeline for the pieces of work identified within the Plan. The table shows a significant number of commitments (150) with a timeframe of years 1-3. A large number of these (84) are attributed to the commitments that are drawn from the informal indicators of success, which were taken from stakeholder feedback

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during the review and are designed to reflect what success would look like at the end of the Plan period.

For others the timescale for the areas of work may not be clear so it is not possible to pinpoint which Monitoring Report should include updates on them. As the Plan progresses officer review will refine timescales to reflect the specific areas of work.

Chart 4: Strategic Plan commitment by year (n=225)



Activities by Priority and Year

Table 3 below shows the estimated timeframe for completion of the key activity/objective under each priority. The table below includes the informal indicators of success referred to above, which again impacts on the figures for years 1-3.

Table 4: Timeframe by priority (Priority Activity and Activity Tables) (n=225)

Year	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6	Total
Year 1	11	9	8	3	8	9	48
Yrs 1-2	3	3	5	3	0	0	14
Yrs 1-3	43	15	26	18	26	22	150
Year 2	3	1	0	0	1	0	5
Yrs 2-3	0	1	0	0	0	0	1
Year 3	2	0	0	0	3	2	7
Total	62	29	39	24	38	33	225

Examples of Activity and Projects Underway

Examples of key activity underway include:

Table 5: Key activity examples

Key activity
Review of Flexible Outreach Service
Flexible Homelessness Prevention Fund
Health Improvement Strategic Direction 2023-28
Out-Patient Antibiotic Treatment (OPAT) Service

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Suicide Prevention & National Strategy for Self-harm
Health Improvement Report
People Achieving Change (PAC) recommendations
Alcohol Recovery Pathway
Breastfeeding Telephone Support Service & Face to Face Infant Feeding Support Groups
Integrated Children's Services Plan
Glasgow Food Plan
10 Best Practices for Physical Activity
Care inspectorate Reporting
Review of the Discharge to Assess Process
7-day Discharge Model
OP Services (HOOP)
RSLs (NRS Housing) and HSCP - Older People Planning and Transformation Team
Rapid Rehousing Transition Plan
Early Medical Abortion at Home (EMAH) Service
Manual Vacuum Aspiration (MVA) Service
In-patient Abortion Care
Local Access to Abortion Services
Extending the WAND initiative
Domestic Abuse Strategy 2023-28
Workforce Plan 2022-2025

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Governance Routes

Examples of lead groups or governance structures maintaining oversight of selected areas of work include the following. The colours signify the Partnership Priorities that each group is monitoring areas of work for.

Chart 5: Activity by lead group



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Year 1 Commitments and Activity/Projects

Chart 6 below shows the number of unique commitments that were identified as starting or concluding in Year 1 of the Plan. In total there are 44 unique commitments across all six Partnership Priorities. However, there are 48 (Chart 7) identified pieces of work that relate to those 44 commitments for year 1.

Charts 6 & 7: Strategic Plan commitments (n=44) and activity/projects for Year 1 (n=48)

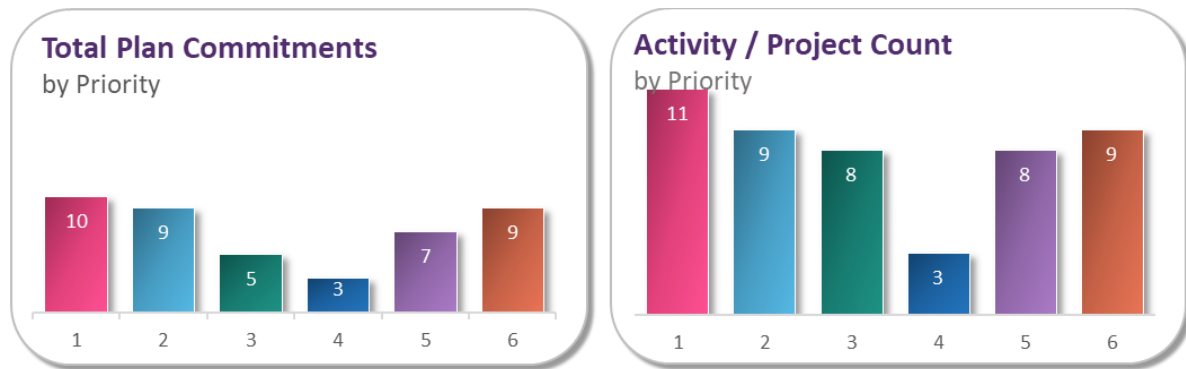
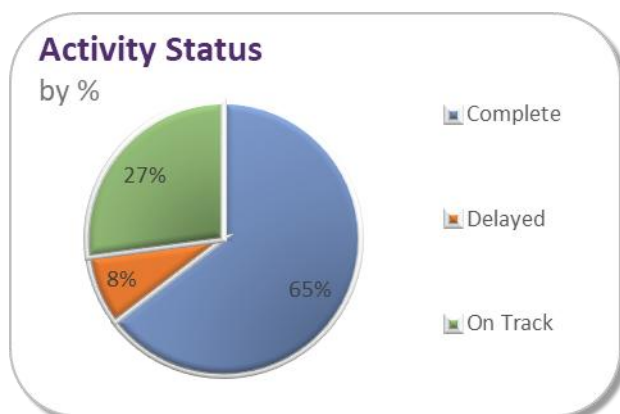


Chart 8 below shows the activity status for all of the 48 specific pieces of work that relate to the 44 commitments scheduled for Year 1.

Table 6: Comparison of Progress by Reporting Cycle Year 1

	April 2026	October 2025	April 2025	October 2024	April 2024
Completed	65%	63%	60%	52%	22%
On Track	27%	31%	33%	35%	65%
Delayed	8%	6%	6%	10%	12% (not started)
Significantly Delayed	-	-	-	2%	-

Chart 8: Activity status (n=48)



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Examples of Activity and Projects Underway

Examples of key activity underway in Year 1 include:

Table 7: Key activity examples Year 1

Example Activity/Project
Health and Social Care Connect
Flexible Homelessness Prevention Fund
Breastfeeding Telephone Support Service & Face to Face
Older People's Mental Health Strategy
Mental Health Strategy Refresh
Suicide Prevention Training for all staff.
Wave after Wave Training Programme
Glasgow City Suicide Prevention Partnership's Action Plan
Investment in POA campaign to promote POA applications
New national cCBT platform introduced.
Waterloo Care Home Service & Abbeycraig Supported
Borderline Personality Disorder Network
Review of emergency accommodation
Domestic Abuse Strategy 2023-28
Women's Problem Solving Court
Strengths Based Practice Project
Staff Health Strategy Action Plan 2023-2025
Staff Wellbeing Training and Events
AHP Long Covid Service
Workforce Plan 2022-2025
Menopause Email Advice Service
Trauma Informed Training
Work with Jobs and Business Glasgow
Modern Apprenticeship Programme
'Retire and Return' & Flexible Retirement Requests
Electronic Leavers Questionnaire Created
Work to reduce recruitment timescales to 10 weeks

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Year 2 Commitments and Activity/Projects

Chart 9 below shows the number of unique commitments that were identified as concluding in Year 2 of the Plan (Year 1-2 and Year 2). In total there are 16 unique commitments across all six Partnership Priorities. However, there are 19 (Chart 10) identified pieces of work that relate to those 16 commitments for year 2.

Charts 9 & 10: Strategic Plan commitments (n=16) and activity/projects for Year 2 (n=19)

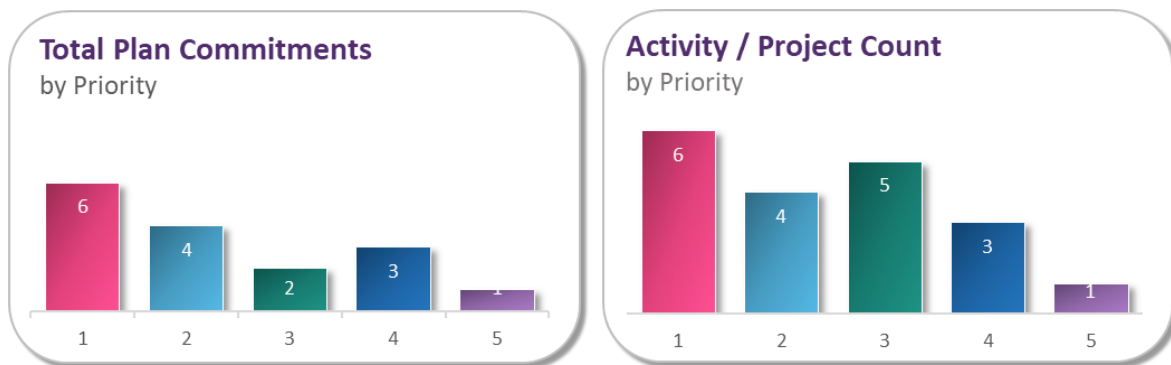
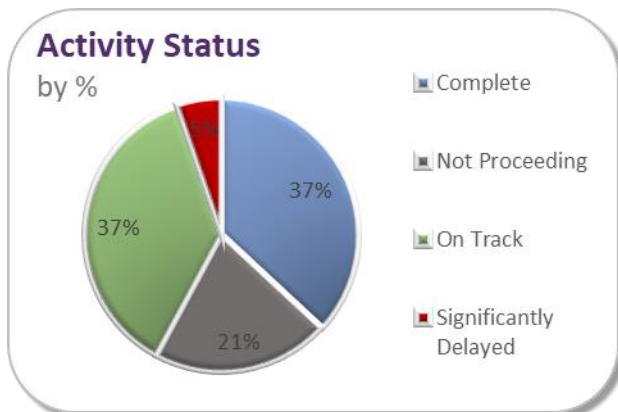


Chart 11 below shows the activity status for all of the 19 specific pieces of work that relate to the 16 commitments scheduled for Year 2.

Chart 11: Activity status (n=19)



37% of the activity to be implemented to contribute to the commitment has already been completed. 37% are on schedule and on track, 5% reported as significantly delayed, and 21% of activities are reported as no longer proceeding.

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Table 8: Comparison of Progress by Reporting Cycle Year 2, Year 1-2

	April 2026	October 2025	April 2025	October 2024
Completed	37%	37%	26%	16%
On Track	37%	32%	42%	42%
Delayed	-	5%	-	10.5%
Significantly Delayed	5%	5%	11%	10.5%
Not Proceeding	21%	21%	21%	21%

Examples of Activity and Projects Underway

Examples of key activity identified in Year 2 include:

Table 9: Key activity examples Year 2

Activity/Project
Community Link Workers Programme
Post covid hospitalisation mental health and wellbeing service
Well-being App for teaching and learning support staff in the city
Thrive under Five Pilot Programme
Weigh To Go (weight management programme for 12-18 yr olds)
Promotion of Community Link Workers attached to primary care teams
Use NHS24 as a mechanism to access GP Out of Hours
Emergency Planning & Future Care Planning
Establishment of a Bipolar Hub
Community Alarms & Analogue to Digital Project (A2D)
Early Medical Abortion at Home (EMAH) Service
A community based Manual Vacuum Aspiration (MVA) service allowing women to access a safe method of surgical abortion
In-patient Abortion Care, ensuring a choice of medical or surgical abortion when medically appropriate
Local Access to Abortion Services
Temporary Accommodation Strategy Review
Safer Drug Consumption Facility
Mental Health / Housing First Test of Change Project
Leadership and Management Development

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Year 3 Commitments and Activity/Projects

Chart 12 below shows the number of unique commitments that were identified as concluding in Year 3 of the Plan (Year 1-3, 2-3 and Year 3). In total there are 148 unique commitments across all six Partnership Priorities. However, there are 158 (Chart 13) identified pieces of work that relate to those 148 commitments for year 3.

Charts 12 & 13: Strategic Plan commitments (n=148) and activity/projects for Year 3 (n=158)

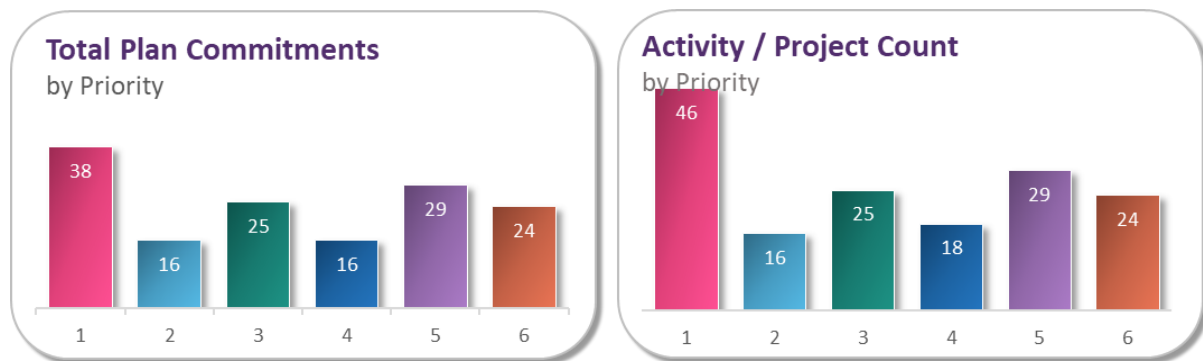
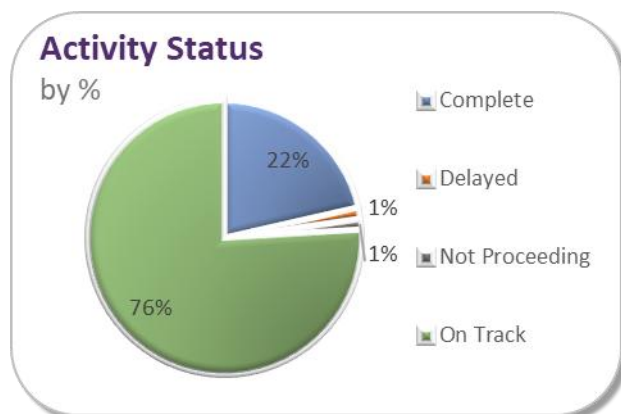


Chart 14 below shows the activity status for all of the 158 specific pieces of work that relate to the 148 commitments scheduled for Year 3.

Chart 14: Activity status (n=158)



76% of the 158 pieces of work remain on track at this time in the reporting cycle with 22% completed, 1% not proceeding and 1% delayed. The reduction in on track corresponds with an increase in completed activities.

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Table 10: Comparison of Progress by Reporting Cycle Year 1-3, Year 2-3 and Year 3.

	April 2026	October 2025	April 2025
Completed	22%	20%	16%
On Track	76%	77%	82%
Delayed	1%	1%	1%
Significantly Delayed	-	-	-
Not Proceeding	1%	1%	1%

As mentioned earlier in the report, some of the activities associated with the commitments contained within the strategic plan are ongoing and unlikely to ever be considered complete, for example,

Develop and deliver a range of programmes across the HSCP to reduce and mitigate the impact of poverty and health inequalities in the city, focussing on child poverty, financial support, welfare rights and employability.

Information and advice required by people will be provided in a timely and accessible manner

Reduce drug-related harms and improve alcohol and drug treatment and care services throughout the city

Examples of Activity and Projects Underway

Examples of key activity identified in Year 3 include:

Table 11: Key activity examples Year

Activity/Project
Review of Access to Social Care
Succession Planning Action Plan
Review of 16+ Accommodation
Retire and Return and Flexible Retirement
Quit Your Way Service Smoke Free App
People Achieving Change (PAC) Recommendations
My Meeting My Plan
Learning Development Day Care Modernisation
Intermediate Care
Partnership Working with Police Scotland
Suicide Prevention Training

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Additional Information

For activities that were scheduled to conclude in Year 1 there are currently 4 reporting as being delayed. These include areas in relation to homelessness and mental health.

For activity that was due to conclude in Year 2 there are currently 1 area reporting as significantly delayed and 4 reported as not proceeding. These areas are in relation homelessness and housing.

For activity that was due to conclude in Year 3 there are currently 2 area reporting as delayed and 2 reported as not proceeding. These delays are in areas in relation to drug related harms, delayed discharges with the not proceeding work related to commissioned alcohol and drug residential services and transport.

Overall to date there are 6 areas (3%) where the activity is no longer proceeding – this is due to a change in the financial envelope available, work superseded by other projects or evidenced based decision making about best practice.

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Demonstrating Impact

Each Strategic Plan Monitoring Report features examples of areas of work that can be seen to have had an impact on people affected by those services or have plans in place to measure and report on impact.

By focusing on tangible examples of the impact the work of the Strategic Plan is having Committee Members can be assured that the work of the Strategic Plan is having an impact on people within the city.

Example 1

Partnership Priority 1 – Prevention Early Intervention and Wellbeing

Commitment – A Healthy Childhood: Meet the UNICEF Platinum Standard for breastfeeding and early nutrition

Example of Work – Breastfeeding Friendly Project

Background/Summary

The *Becoming Breastfeeding Friendly (BBF)* research project is an evidence-informed global initiative designed to help countries identify the strength of their breastfeeding environment and develop recommendations for scaling up policies and programmes. The project supports the UNICEF UK Baby Friendly Initiative, calling for full implementation of Baby Friendly across services and describing the programme as a 'key driver' of infant feeding support and consistent training to midwives and health visitors.

The Scottish Government has implemented the Becoming Breastfeeding Friendly (BBF) initiative to enhance the protection, promotion and support of breastfeeding in Scotland. This initiative includes the Breastfeeding Friendly Scotland Scheme, which ensures that mothers feel welcomed and supported in public places. The scheme is supported by the **Breastfeeding etc. (Scotland) Act 2005** and **Equality Act 2010**, which provide legal protection for breastfeeding mothers. The initiative aims to reduce breastfeeding inequalities and improve experiences for all parents, ensuring that breastfeeding is valued and supported by society. The Scottish Government has also set out a strategic Framework for 2025-30 to support pregnant women, mothers, and new parents on their infant feeding journey.

Outcome and Impact

Health Improvement staff have continued to roll out the Scottish Government's Breastfeeding Friendly Scotland Early Learning Scheme across the city over the last 12 months. This scheme is targeted specifically at early learning or childcare facilities with the aim of creating environments where breastfeeding is promoted and supported and normalised across our communities. To date, 77 early learning

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establishments have engaged in the Early Learning Scheme, 40 of whom are now fully accredited and 592 early learning staff across the city have completed training.

The evidence of how this early years programme of work, alongside our Breastfeeding Friendly Scotland Scheme, has a positive ripple effect in improving breastfeeding outcomes across our communities has been demonstrated by Wyndford Nursery School in the North West of the city. They undertook the training in order to be better able to support their breastfeeding families attending the nursery. Cheryl, one of the Child Development Officers and expectant mother, volunteered to lead the accreditation process as the nursery's Breastfeeding Champion.

This process and the subsequent accreditation not only had a positive outcome for the users of the nursery; as a result of the knowledge and reassurance gained from the training, Cheryl went on to breastfeed her own baby. Additionally, the Head of Centre, was able to support and encourage a family member who had recently had a baby and was breastfeeding. Fiona stated *"It was a reminder that the knowledge we gain professionally doesn't just stay within the walls of our nursery —it can ripple out into our personal lives and help us support the people we care about."*

This shows that Breastfeeding Friendly Schemes are more than just an accreditation programme — it is a catalyst for cultural change. Small actions — a conversation, a training session, a supportive environment — can create lasting impact. The BFS fosters communities where parents feel informed, respected, and empowered in their feeding choices, contributing to healthier, more connected environments across Glasgow. An example of wider community change can be found in the actions of Barlia Football Centre, who shaped positive attitudes by gaining their BFS award in a male dominated environment. John from Barlia commented *'The award for Barlia has certainly raised awareness within the community and I know for a fact that mums visiting with their children can feel more confident now that Barlia is a BFF facility'*

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Example 2

Partnership Priority 3 – Supporting People in their Communities

Commitment – Communities will be supported, empowered and resourced to provide supports required for people who choose to access them and people will only need to seek support from statutory services when that's necessary or where it's the best fit for their needs

Example of Work – Tackling Health Inequalities in Our Places

Background/Summary

Tackling health inequalities and improving health in Glasgow's most vulnerable communities remains a core priority of the Glasgow City Health Improvement Strategy 2023–28. Priority 3 focuses on supporting healthy and sustainable places and communities by addressing health and social inequalities in areas of high deprivation, with action targeted at specific neighbourhoods in response to local needs, priorities and aspirations.

The strategy recognises the need for a comprehensive approach that improves overall community health while also addressing the needs of population groups at increased risk of poor health outcomes, including those affected by poverty, stigma, discrimination and complex health issues.

Following approval of a refreshed place-based approach by Glasgow's Community Planning Partnership within the 2024–34 Community Plan, Health Improvement undertook an aligned review of place-based activity. This work progressed through 2025/26; final recommendations on our placed based approach will be confirmed by April 2026.

Impact / Positive Outcomes

North East

North East Growers Network

The network delivered three seasonal workshops between October and December, engaging 23 participants in activities including willow coppicing, wreath making and a harvest celebration. Over 24 community partners took part in 2025, demonstrating strong interest in growing skills and knowledge sharing. Funding opportunities were shared, supporting community groups to secure additional resources. Seasonal growing packs were distributed to groups and individuals, supporting year-round growing and broadening engagement across communities.

Hubcap Network Events

Place-based working was strengthened through two Hubcap network events that brought together over 100 professionals from more than 50 organisations supporting young people experiencing the greatest inequalities. These events strengthened partnerships, enabled joint activity and generated local intelligence on priorities

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including multiple risk behaviours, mental health challenges, digital harms, and the impact of poverty and cost-of-living pressures, helping to inform NE Health Improvement Team activity.

Staff wellbeing was promoted through mindfulness and peer support sessions alongside improved awareness of available supports and accessible resources. The work demonstrated positive local impact, including young people moving into employment and volunteering, increased engagement from New Scots and expanded youth provision in areas such as Easterhouse.

People's Palace & Winter Gardens

NE Health Improvement Team contributed to the Glasgow Life-led Community Partners' Panel, influencing the People's Palace and Winter Garden redevelopment. This work supports a community-led approach, ensuring meaningful community input and mutually beneficial outcomes.

North West

NW Health Improvement Team continues to work with partners across neighbourhoods to strengthen place-based activity. During 2025/26, progress was made in developing local partner networks in Milton and Possilpark.

In Milton, the Connecting Communities Network, now in its second year, provides a forum for organisations and community groups to share information, build relationships and work collaboratively. A Celebration of Milton Report was completed in December 2025, highlighting the network's achievements. Health Improvement staff also support the Celebration of Milton Planning Group, which is planning a community event to strengthen partnership working and showcase local opportunities and supports.

The Possilpark and Ruchill Network continues to meet regularly, with partners identifying key themes including community identity, social cohesion and food poverty. Partners worked with local community councils to re-establish a shared community noticeboard in Possilpark. Health Improvement's ongoing role in coordinating this network has been highly valued by third sector and community organisations.

South

Sustain Govanhill & East Pollokshields

Introductory engagement with local elected members and community, voluntary and statutory organisations, identified a clear need and appetite for a coordinated local approach to food-related activity in Govanhill and East Pollokshields. An asset map of existing activity was developed and used to convene key stakeholders at an inaugural meeting in April 2025, this confirmed strong support and commitment to establishing an ongoing group focused on local food priorities.

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The group now meets bi-monthly and has developed an action plan centred on partnership working across three thematic areas: Greenspace, Growing and Biodiversity; Emergency Food Provision and Training Opportunities. As the scope of activity expanded beyond food and growing, the group was renamed Sustain Govanhill & East Pollokshields to better reflect its broader aims. Since its formation, members have successfully secured funding through the Health Improvement Community Food & Growing Fund and have been supported to access wider funding opportunities aligned with the City Food Plan and the Good Food Nation Act (2022).

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Example 3

Partnership Priority 1 – Prevention Early Intervention and Wellbeing

Commitment – People at risk of homelessness will be supported into suitable accommodation with the appropriate supports to sustain accommodation provision.

Example of Work – Homelessness Prevention

Background/Summary

In 2025/26, Homelessness Services continued to focus on homelessness prevention activities and have witnessed a 5% reduction in the number of homelessness applications in 2025/26 compared to last year. Available data shows that only half the number of households approaching the HSCP for housing advice and assistance go on to make a homelessness application.

Money and Debt advice, as well as robust housing options advice and information from frontline staff, continue to support households to remain in their current accommodation or explore alternative accommodation options diverting households away from homelessness and curtailing the need for expensive temporary accommodation.

Furthermore, during 2025/26, the HSCP launched its Housing Options Explorer, an on-line tool allowing households to access a wide range of information on a wide range of housing options, as well as advice and assistance on issues which they may be facing within their tenancy such as eviction advice, anti-social behaviour and neighbour disputes. Phase 2 of the Housing Options Explorer is currently underway which will allow users to input their current household information and receive bespoke housing options and advice relevant to their personal circumstances.

As well as success in reducing demand for homelessness services, the HSCP continue to work in partnership with the city's housing associations to secure settled homes for homeless households. Following last year's record high of over 3,600 lets being secured, Homelessness Services have matched this total again in 2025/26 cementing the positive relationships being built with housing providers in Glasgow.

In addition to securing settled lets, the HSCP, alongside colleagues in Neighbourhoods, Regeneration and Sustainability (NRS), have worked closely with housing associations to support the purchase 157 properties on the open market through the acquisition programme. These properties, typically large family housing, are then allocated to long term homeless households.

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Impact / Positive Outcomes

Asylum and Refugee Team

Demand for homelessness assistance continues to be high from refugee households and with Glasgow's long and proud history as an asylum dispersal city, we continue to witness demand from households granted leave to remain outwith the city, who then travel to Glasgow to request homelessness assistance.

In 2024/25, Glasgow received 2,750 homelessness applications from refugee households with that number set to increase to around 3,500 applications in 2025/26. Of these 3,500 households, approximately 900 have travelled to Glasgow after being granted leave to remain outwith the city.

In response to this growing demand, the Asylum and Refugee Support Team have undergone significant recruitment in order to continue to deliver the support and assistance required to this vulnerable group. Staff within the team, alongside colleagues in Health Services, have embedded a safeguarding approach to those households living in temporary accommodation to ensure that social care and health needs are being assessed and met.

Temporary Accommodation

While 2025/26 saw a welcome reduction in homelessness applications, the HSCP has increased its use of temporary accommodation, with a year-on-year increase of approximately 18%. This included an increase of approximately 47% in the use of unsuitable bed and breakfast/hotel accommodation.

In recognition of the continued increase in the use of unsuitable accommodation, the HSCP continues to prioritise regular safeguarding visits to ensure the health and wellbeing of those residing within bed and breakfast/hotel accommodation. In terms of the health and wellbeing of people living in temporary furnished flats (TFFs), the HSCP will shortly begin a procurement exercise relating to the provision of environment monitoring sensors in all TFFs, with the proposition that these be delivered in conjunction with the Wheatley Group after relevant approvals are obtained. These sensors will discretely monitor both the presence of mould and will also be able to detect where a tenancy has been left empty without any notification from the tenant. This will speed up the process of identifying property voids and will best allow us to utilise TFFs in preference to bed and breakfast/hotel accommodation, allowing the council to meet its duties towards more homeless households more quickly.

Activity continues to support the HSCP's upcoming 10-Year Temporary Accommodation Strategy. A public consultation (co-designed with partners with lived experience of homelessness) opened on 3rd March 2026 and will gather responses until 31st March 2026. The feedback from this will be reviewed, appended to the strategy and will help to inform elements of the various workstreams for the strategy. The strategy should move forward after being presented to the Glasgow City Integration Joint Board for approval during May 2026.

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Staff Development

Despite significant demand pressures during 2025/26, staff remain motivated, focused, and supported to undertake a range of training opportunities and service improvements.

The Service Training Plan has been reviewed, which also led to staff training and development plans being refreshed at an individual level. There has been a focus on role-specific training, training relating to health and safety and further progress has been made in embedding trauma-informed practice across the service. Staff training activity has been audited, with any gaps identified addressed via ongoing development planning via staff supervision. We will shortly commence a review of staff Personal Development Plans.

In addition, the Scottish Housing Network's Housing Options Training Toolkit (HOTT) has been rolled out across locality homelessness services. The toolkit focuses on strengthening staff skills relating to prevention, person-centred housing interventions, and encouraging consistency and continuous personal development. This approach feeds into the HSCP's 10-Year Temporary Accommodation Strategy, in which homelessness prevention is a central pillar of the proposed service developments.

Working with Third Sector Partners

The WAYfinder service was developed as part of a significant redesign of homelessness outreach and support services in Glasgow, rooted in a co-design approach that placed lived experience at the centre. The service model was shaped through the *All in for Glasgow* collaboration, with Glasgow Homelessness Involvement & Feedback Team (GHIFT) playing a central role alongside service providers and commissioners. GHIFT members, drawing on their own experiences of navigating homelessness services, directly influenced the priorities, principles and practical design of WAYfinder to ensure it responded better to people's needs and reduced barriers within the system.

WAYfinder officially launched on Thursday 7th August 2025, and was introduced as a single, unified service model bringing together multiple outreach functions under one framework, rather than people having to engage with several separate services. The service is delivered through four partner providers — Simon Community Scotland, Wheatley Care, Turning Point Scotland and The Salvation Army — operating as one integrated WAYfinder service across locality-based provision. Contract management is undertaken collaboratively with providers and a user involvement group to maintain strong partnership working and accountability. Phase 2 of All in for Glasgow is now underway which is focused on the redesign of supported accommodation services.

The core aim of WAYfinder is to help people experiencing, or at risk of, homelessness to find their way into settled, sustainable and secure housing, with support that is proportionate, flexible and continuous. A key ambition is to ensure people receive the right support at the right time, without having to repeatedly retell their story as they move between services. The model is designed to provide

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joined-up, outreach-based support across the whole homelessness journey — from prevention and crisis response through to resettlement and tenancy sustainment — and to work closely with statutory services and community partners to reduce exclusion and improve outcomes.

The main principles underpinning WAYfinder include “no wrong door” access, trauma-informed practice, and a “sticky” support approach, where workers remain alongside people for as long as needed. The service emphasises choice, flexibility and person-led support, allowing people to engage in ways that suit them and to step support up or down as required. These principles reflect the direct input of people with lived experience and represent a deliberate shift towards more coordinated and effective homelessness support in Glasgow.

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Example 4

Partnership Priority 4 – Strengthening Communities to Reduce Harm

Commitment – The HSCP will be working well with partner agencies and service providers across the city to recognise and address potential areas of risk and harm early and ensuring the appropriate response is available and applied.

Example of Work – Alcohol Brief Interventions

Background/Summary

Delivery of alcohol brief interventions has been a Scottish Government priority area for many years, with each Health Board and its associated Alcohol and Drugs Partnerships (ADPs) having set Local Delivery Plan targets (LDP). Each Health Board is tasked with achieving an agreed annual number of Alcohol Brief Interventions (ABIs) and screenings in various settings, using the appropriate tool as originally described in the SIGN 74 Guideline. ABIs are short, evidence-based, structured conversations, focused on alcohol consumption at a hazardous or harmful level with patients/clients carried out in a non-confrontational way.

Impact / Positive Outcomes

NHSGGC Central Alcohol and Drugs Team work in partnership with HSCP Health Improvement colleagues to lead a programme of ABI (Alcohol Brief Interventions) work at both a City and Board Level. This work is informed by the ABI LDP (Local Delivery Plan) Standard issued by Scottish Government.

For 2025-26 our ABI LDP Target for NHSGGC was 13,085, and specifically for Glasgow City a target of 5,066 ABIs.

Please note - Q3 data only

The performance delivered in Q3 means that NHSGGC has now achieved and exceeded its annual ABI Local Delivery Plan (LDP) Standard target for 2025-26. Current year to date (YTD) performance shows 13,796 ABIs delivered vs. a target of 13,085 ABIs. In percentage terms this means NHSGGC has delivered 105% of annual target YTD. Glasgow City Performance year to date (YTD) can be seen in the table below:

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Glasgow City HSCP: 2025-26 ABI Target 5066						
Quarter	Primary Care Settings	Wider Settings	Total for Quarter	Target for Quarter	Remainder of Year Target Outstanding	Percentage Achieved of Yearly Target
1	0	2692	2692	1267	2374	53%
2	0	3023	3023	1267	-649	60%
3	0	2666	2666	1266	0	53%
4	0	0	0	1266	0	0%
TOTAL	0	8381	8381	5066	0	165%

Quarter 4 will end of the 31st of March and will add to the total delivery highlighted above.

Commissioned Service

Our commissioned service (Glasgow Council on Alcohol, now Murray's Initiative)) also performed highly in the first 2 quarters of the new contract (new contract commenced July 2025) by providing the following in our communities across the City:

- 874 screenings & 466 ABI's delivered to the public in a variety of community settings including libraries, health centres, supermarkets and hospitals.
- 5 direct delivery courses delivered to 34 staff in Glasgow City.