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**Item No: 12**

**Meeting Date: Wednesday 19<sup>th</sup> March 2025**

## **Glasgow City Integration Joint Board**

**Report By:** Tracy Keenan, Assistant Chief Officer, Human Resources

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### **Workforce Plan 2022–2025 – Action Plan Update**

**Purpose of Report:**

The Glasgow City HSCP Workforce Plan (2022-2025) was approved in [November 2022](#). To complement the plan a Workforce Plan Action Plan was developed with actions spanning the period of the plan. This report provides an update on the actions identified for year one (2023) and provides an update on the action progress for years 2 (2024) and 3 (2025+).

**Background/Engagement:**

Updates have been provided by Lead officers identified in the Action Plan. The report will be shared with Glasgow City HSCP SMT, the NHSGGC Workforce Planning and Workforce Information team and for information with Health & Council trade unions at the respective liaison / partnership fora.

**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 ☐  
Not Applicable ☐

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<b>Recommendations:</b>	The Integration Joint Board is asked to:  a) Note the content of the report, in particular the actions updated from last year, completed this year and those actions that are planned for 2025-26.
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**Relevance to Integration Joint Board Strategic Plan:**

The workforce plan supports Glasgow City HSCP to achieve the vision and all six of the partnership priorities outlined in its Strategic Plan particularly priorities 5 and 6; *A healthy valued and supported workforce and building a sustainable future*

**Implications for Health and Social Care Partnership:**

<b>Reference to National Health &amp; Wellbeing Outcome(s):</b>	Outcome 1 – People are able to look after and improve their own health and wellbeing and live in good health for longer.  Outcome 4 – Health and social care services are centered in helping to maintain or improve the quality of life of people who use those services.
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<b>Personnel:</b>	The Workforce Plan extensively references workforce related matters with detailed actions contained within the Action Plan.
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<b>Carers:</b>	None.
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<b>Provider Organisations:</b>	None.
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<b>Equalities:</b>	The Equality Act 2010 is relevant to many of the activities and actions contained within this report, particularly where it relates directly to workforce matters.
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<b>Fairer Scotland Compliance:</b>	In relation to the attraction and retention of our workforce.
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<b>Financial:</b>	Activities and actions referenced in this report are subject to their own financial scrutiny and approvals.
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<b>Legal:</b>	None.
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<b>Economic Impact:</b>	None.
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<b>Sustainability:</b>	Many of the activities and actions referenced aim to develop and maintain a sustainable workforce.
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<b>Sustainable Procurement and Article 19:</b>	None.
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<b>Risk Implications:</b>	None.
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<b>Implications for Glasgow City Council:</b>	None.
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<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	None.
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<b>Direction Required to Council, Health Board or Both</b>	
<b>Direction to:</b>	
1. No Direction Required	<input checked="" type="checkbox"/>
2. Glasgow City Council	<input type="checkbox"/>
3. NHS Greater Glasgow & Clyde	<input type="checkbox"/>
4. Glasgow City Council and NHS Greater Glasgow & Clyde	<input type="checkbox"/>

**1. Purpose**

- 1.1 The Glasgow City HSCP Workforce Plan (2022-2025) was approved in [November 2022](#). To complement the plan a Workforce Plan Action Plan was developed with actions spanning the period of the three-year plan. This report provides an update on any outstanding actions from year 1 (2023) and focuses upon the actions identified for year 2 (to December 2024). The report further notes actions identified for year 3 (2025) and beyond.

**2. Background**

- 2.1. Updates have been provided by Lead officers identified in the Action Plan. The report will be shared with Glasgow City HSCP SMT, the NHSGGC Workforce Planning and Workforce Information team and for information with Health & Council trade unions at the respective liaison / partnership fora.

**3. Recommendations**

- 3.1. The Integration Joint Board is asked to:
- a) Note the content of the report, in particular the actions updated from last year, completed this year and those actions that are planned for 2025-26.

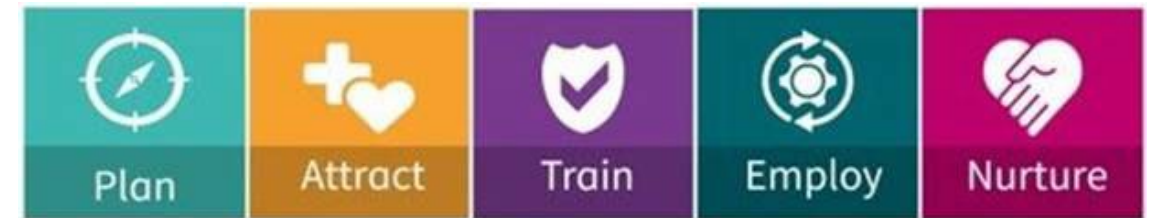
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# GCHSCP Workforce Plan 2022-2025

## Action Plan – Year One (originally to Dec 2023) – Updated Position as at December 2024

### Summary of Actions (Year 1)

Total number of actions	59
Number complete	45
Number ongoing (not yet complete / carried forward)	12
Number on hold / removed	2



The following is the Action Plan to support the delivery of the seven themes contained within the Glasgow City HSCP Workforce Plan 2022-2025. This captures the original actions from Year One (2022/23) and provides an update for those that were ongoing.

No	WFP Ref	Pillar	Section / Theme	Action	Action Lead	Target Completion Date	Latest Progress: Update	Status
4	4.5	Nurture	GC HSCP staff wellbeing	Ensure staff mental health and wellbeing becomes part of the HSCP's local strategies and action plans as a core agenda item at local management and team meetings.	ACO – HR	Oct 23	<p>Included as part of HR reports to Core Leadership groups highlighting any new supports available for cascading to local teams. Examples below:</p> <p>HSCP <a href="#">Staff Health and Wellbeing</a>, <a href="#">GGC Workforce Wellbeing Support</a> and <a href="#">NHSGGC Staff Support and Wellbeing</a></p> <p>All HSCP health and social care staff can take part in free <a href="#">NHSGGC Active Staff</a> in person and online classes. You just need to book through the <a href="#">form</a>.</p>	Complete
6	4.5	Nurture	GC HSCP staff wellbeing	Support staff absent from work due to Long Covid.	ACO – HR	Dec 23	<p>Occupational Health Long Covid Support Team established and ran a two year long covid service from within the OH service for all healthcare staff. The AHP long covid service went live in April 2023 to support and educate staff to manage their ongoing symptomatology. The team provide both one to one and group interventions. They work with people to improve symptoms of fatigue, breathlessness, anxiety and depression as well as developing treatment plans designed to enable them to manage activities of daily living, getting back to work and hobbies and interests.</p> <p>Staff are supported through the attendance management policy where absent from work and have an action plan in place to support their ongoing health issues and manage their attendance and return to work where appropriate.</p>	Complete
7	4.5	Nurture	GC HSCP staff wellbeing	Support the mental health and wellbeing of women experiencing peri/menopause.	ACO - HR	Mar 23	<p>Menopause sessions held during 2023 for staff which were positively received. Monies from recent approved endowment bid will also be used to focus on further support for this area. Menopause focus groups took place on 30 and 31 October 23 as part of Menopause month. Links to initiatives below:</p> <p>Let's talk about...Menopause is on <a href="#">Tuesday 24 October</a> from 12:00noon to 12:30pm Further information on menopause is available at <a href="#">Women's Health - NHSGGC</a> and <a href="#">Menopause (sandyford.scot)</a></p> <p><b>Online Sessions</b></p> <ul style="list-style-type: none"> <li>On World Menopause Awareness Day, NHS Greater Glasgow &amp; Clyde is running an online basic awareness session on MS teams. <a href="#">Wednesday, 18 October 2023 - 10am to 11.30am</a>. This session aims to dispel some of the myths surrounding menopause, explore the impact of menopause on</li> </ul>	Complete

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							<p>mental health and wellbeing, and how we can support people going through menopause.</p> <ul style="list-style-type: none"> <li>The Employers Network for Equality and Inclusion (ENEI) is hosting a webinar on Thursday, 12 October from 11am to 12 midday called <a href="#">Menopause Matters: Menopause in the Workplace</a>, you can register using your work email.</li> </ul>	
10	4.5	Nurture	GC HSCP staff wellbeing	Ensure accessibility and raise awareness of mental health and wellbeing resources available to all HSCP staff.	Head of OD	Mar 23	<p>HSCP Mental Health and Wellbeing Group continue to run period promotional communications. Some examples below:</p> <p>Mental Health - Anyone can experience mental health issues, at any point in their life. You don't have to deal with these problems alone. There are mental health services available online, in person and over the phone. Have a look at <a href="#">Mental health   NHS inform</a> and <a href="#">Mind to Mind – NHS inform</a>.</p> <p><a href="#">Worried about Money</a> – A helpful step-by-step guide of local agencies that can help you to maximise your income and access any financial supports you may be entitled to and <a href="#">All About Money - NHSGGC</a></p>	Complete
13	5.2	Attract & Employ	GC HSCP resourcing strategy	Implement plans to predict vacancies and recruit as early as possible to avoid resource gaps for large scale recruitment. Use of 'evergreen' adverts.	ACO – HR	March 26	<p>Work ongoing with support of Scottish Government to pilot the introduction of the Trainee Nurse role. This will be a role available to HSCW's within mental health services to progress the OU programme. They will be aligned to the Trainee Nurse job description within their current team/ Service. On successful completion of the OU course, they will be aligned to a Band 5 Mental Health Staff Nurse role in their area.</p> <p>Meeting between HR and Heads of Service/Service Managers across all services have taken place to discuss service workforce plans and any gaps in recruitment. Agreement for meetings to take place quarterly. HOS have been provided management data, including attrition, vacancies.</p> <p>There is now a fully established annual recruitment plan in place within Home Care, which takes into account leaver trends pre and post Covid. The plan supports a robust recruitment timeline, which includes the formal induction period and ensures new starts commence employment during periods where there is higher trends for leavers. There continues to be a review of this model with the service and HR to ensure the model is fit for purpose and learn from previous activities. The model within Home Care is currently being applied where appropriate within our Children's Residential Services, Older People Residential and Day Care Services and Business Administration Services. HR are meeting with services to review recruitment plans for 2025/26 and how best this can be supported in order to minimise gaps for large scale recruitment.</p>	Ongoing
14	5	Attract & Employ	GC HSCP resourcing strategy	Develop opportunities for international resourcing	ACO – HR	Mar 23	<p>NHSGGC continues to support International Recruitment offering sponsorship to roles within GCHSCP such as Health Care Support Workers and qualified mental health nurses within Inpatient Mental Health sites in particular. Some specific examples include:</p> <ul style="list-style-type: none"> <li>Upskilling current internationally educated nurses who are already working in NHSGGC so they are ready to apply for NMC registration. This is currently in its soft launch phase (<a href="https://apply.jobs.scot.nhs.uk/internal/Job/JobDetail?JobId=168332">https://apply.jobs.scot.nhs.uk/internal/Job/JobDetail?JobId=168332</a>)</li> <li>Recruiting internationally educated nurses / AHPs who are already working in the UK, so they can be upskilled and ready to apply for NMC registration.</li> <li>Recruiting internationally educated nurses / AHPs from overseas.</li> </ul>	Complete

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							An established process is now in place to support Sponsorship within Glasgow City HSCP. The programme supports recruitment in Home Care, Older People Residential Services and Social Workers. This has been a particularly successful programme of over 23 sponsorships agreed and 15 pending, which supports retention of staff (5 years sponsorship)	
16	5.4	Attract & Employ	GC HSCP resourcing strategy	Link with external partners such as colleges and Jobcentre to explore opportunities for placements and pre-employment courses.	ACO – HR	Jun 23	Early work underway with <b>Jobs and Business Glasgow</b> , specifically for those hard to fill posts. Continue to attend and support <b>Jobcentre Plus events</b> – recent attendance to an event in October saw positive interest for Home Care roles across the city. <b>Clyde College</b> – pilot currently underway. This pilot will support Social Care Interns attend college whilst paid internship within Older People Residential Service. The initial intake is due to conclude programme January, with the next cohort due to commence January 2024.	Complete
17	5.6	Attract & Employ	GC HSCP resourcing strategy	Further develop our successful simplified application process and values-based assessment.	ACO – HR	Oct 23	Value Based assessment well established within Home Care. Following short-leet application, candidates complete the online assessment via our talent attraction provider. Following completion of the assessment, a report is generated for each candidate and used as a mechanism for screening candidates for interview. There had been feedback from the recent care inspectorate audit which commented on the positive aspects of both competency and value-based interviews. Further discussions with Values Based recruitment provider in November to understand how this can be used across other Social Work roles.	Complete
18	5.7	Attract & Employ	GC HSCP resourcing strategy	Create targeted campaigns aimed at young people to encourage careers in Health and Social Care.	ACO – HR	Mar 25	GC HSCP are expanding the opportunities to support Modern Apprenticeships roles. Within mental health nursing, GC HSCP have accessed the NHS GGC Healthcare Academy to train candidates for the role of HCSW within mental health inpatient with a guaranteed interview. We hope to expand this to support candidates in applying for admin vacancies and HCSW roles across the HSCP.  Work is already underway to re-establish an MA programme within Social Work, specifically admin roles. Due to the salary for a new MA within GCC, further work needs to be undertaken as to how to make these posts attractive – competition across the market. Council and NHS have a Modern Apprenticeship programme. Since this workforce plan was introduced, GCHSCP Modern Apprentice programmes have increased as part of wider recruitment, retention and succession planning activities. The programmes operate differently in both parent organisations and there are differences in remuneration.  Within our Older People Residential Day Care and Learning Disabilities Day Care Services, there continues to be a positive MA programme annually which allows young people to develop skills in the Social Care industry and wider service. There are currently 8 MAs within these services. In addition, Business Administration currently support 3 MAs.  Older People Residential Services in conjunction with Clyde College support Social Care Internships programme. This allows young people and individuals looking for a career in Social Care. The programme sees up to 18 interns each intake working with our Care Homes to develop skills and experience in the Social Care industry which provides excellent hands-on experience and off job training at the College. This has proven to be a positive route into permanent employment within the Care Homes.	Ongoing

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							From Cohort 1 and 2, 15 Interns have obtained permanent employment. Cohort 3 is due to conclude in December 2024, with Cohort 4 commencing January 2025. The HR Team work with our Education Services to support young people recruitment, particularly those in 5- and 6-Year school education. The team have attended various school jobs fairs and larger Jobs Fairs hosted by Myjobscotland. This continues to feature part of our recruitment events annually and talking to young people about careers within the Partnership.	
20	5.9	Attract & Employ	GC HSCP resourcing strategy	Actively promote Retire and Return and Flexible Retirement to improve retention and to facilitate succession planning	ACO – HR	Mar 23	Joint communication has been sent. Both scheme requests are considered and approved on a 2-weekly basis by the Glasgow City HSCP Workforce Planning Subgroup. In the last year (November 2022 – October 2023) we have approved 26 Retire and Return applications (health), 5 partial retirements (health) and 45 flexible retirements (SWS).	Complete
21	5	Attract & Employ	GC HSCP resourcing strategy	Explore opportunities to increase hours for part time staff and opportunities for flexible working where appropriate.	ACO - HR	Oct 23	Managers are encouraged to consider offering additional hours to part time staff before moving to advertise a vacant post. Flexible Working is well established within GC HSCP and managers are encouraged to support flexible working requests where possible and seek support from HR where required.  Children's Residential Services acknowledged an increase in requests for Flexible Working, specifically staff requesting part time roles. Due to the increase in demand, the service in conjunction with HR and Trade Unions supported a process whereby staff could apply to work a part time role across the service. This has resulted in 18 staff requesting a part time work pattern within their current service.	Complete
22	5	Attract & Employ	GC HSCP resourcing strategy	Undertake a review & implement process for consolidation of temp and agency posts.	ACO – HR	Jun 23	A full review of the temporary staff within Social Work has taken place. HR have been liaising with finance and operational colleagues to review, extend or consolidate when required.  Any new temporary post created will be managed by HR, with communication being issued to managers when contracts due to expire – confirming extension or consolidate in line with finance.	Complete
23	5	Attract & Employ	GC HSCP resourcing strategy	Implement a comprehensive leavers process to gather intelligence from exit questionnaires and interviews.	ACO – HR	Nov 24	A joint working group has been established to review arrangements. To date it has been established that both organisations have limited data regarding leaver's feedback. An electronic HSCP wide draft questionnaire has been created. Once finalised the questionnaire will be piloted ahead of implementation.	Ongoing
24	5	Attract & Employ	GC HSCP resourcing strategy	Undertake a review of the vacancy approval process and pre-advert recruitment stages with a view to simplification and reducing timescales.	ACO – HR	Jun 23	Following a review, initial changes to vacancy approval process implemented to improve recruitment timescales have been implemented. Further extensive review of end-to-end process underway to further improve efficiency of recruitment process and to improve candidate experience.	Complete
25	5	Attract & Employ	GC HSCP resourcing strategy	Devise a bespoke talent attraction approach to support service areas with hard to fill posts.	ACO – HR	Oct 24	Links have been established with colleagues within NHS GGC and GCC who can advise on recruitment advertising for hard to fill posts. Nationwide advert created and ran throughout the summer for Consultant Psychiatrists, utilising social media and internet advertising techniques. Service specific projects are underway, noting Clyde College	Ongoing

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							<p>It was acknowledged late 2023 the MHO capacity was critically low with a shortfall of practicing staff placing the Adult Services at significant risk, with the demand for access to services increasing in a system where there is a national shortage of MHOs. To support pressures in relation to winter planning and hospital discharges, there was a requirement to review the recruitment and retention of Mental Health Officers (Social Workers) due to the volume of leavers and lack of interest from external recruitment.</p> <p>A recruitment and retention payment was agreed for Social Workers and Team Leaders (additional 4%) added to the core salary of practicing MHOs. A net increase of 13 new MHOs have been successfully recruited since the implementation of this payment in January 2024, building increased resilience into the delivery of Adult Services. Retention rates have significantly improved since.</p>	
26	5.10	Attract & Employ	GC HSCP resourcing strategy	Develop simplified onboarding model, reducing dropout rate and promoting early engagement & training through to the completion of induction.	ACO – HR	Oct 23	<p>Initial work has been carried out to reduce recruitment timescales across all posts to 10 weeks (8 weeks for candidate). There is some further work to be undertaken to streamline processes which will be in line with the end-to-end review of recruitment.</p> <p>In addition, there has been a review of internal recruitment processes in order to remove the need for further pre-employment checks when these are not required. This will further reduce internal recruitment timelines.</p>	Complete
27	5.10	Attract & Employ	GC HSCP resourcing strategy	Work closely with NHSGGC recruitment team to actively promote and NQNs to Glasgow City HSCP roles.	ACO – HR	July 23	<p>Annual recruitment process in place for Newly Qualified Nurses within Mental Health and Primary Care. Nursing Leads, HR and Recruitment plan and implement the NQN campaign and evaluate on an annual basis to improve on previous year. 150 NQN's recruited in 2023 intake. Example of activity.</p> <p><a href="https://m.facebook.com/story.php?story_fbid=pfbid02KQmg9GhGfjQ32zQ2vcTFnhN1ZWZTMrgEa8kjahuXJeQFQCwTM6m1Uzkgej5MzpxDI&amp;id=100070256135696">https://m.facebook.com/story.php?story_fbid=pfbid02KQmg9GhGfjQ32zQ2vcTFnhN1ZWZTMrgEa8kjahuXJeQFQCwTM6m1Uzkgej5MzpxDI&amp;id=100070256135696</a></p>	Complete
32	6.3	Train	GC HSCP L&D capacity and capability	Implement protected time for staff development on a regular basis.	ACO – HR	Oct 23	<p>Social workers are encouraged to study for enhanced postgraduate professional qualifications such as the Professional Development Award in Practice Learning (Practice Teachers), Postgraduate Certificate Mental Health Social Work (Mental Health Officer) and Child Protection Diploma. Staff are sponsored and supported to study providing time to attend classes, learn and study.</p> <p>Social care staff and managers are also sponsored and supported to complete qualifications relevant for SSSC (Scottish Social Services Council) Registration. They are supported through the HNC in social care, SVQ at level 2,3 and 4 or a relevant management qualification.</p> <p>The L&amp;D team provide ongoing mandatory and service specific training across the GC HSCP to meet registration and statutory requirements such as, Adult Support &amp; Protection, Child Protection, Promoting Positive behaviour, Moving and Assistance and First Aid.</p> <p>Staff are provided the opportunity to attend these with additional time for study, reflection and further learning.</p> <p>OD have continued to promote various programmes for HSCP staff over the last year including Strengthening Personal Resilience and Compassionate Leadership. All staff are afforded the opportunity to attend.</p>	Complete
33	6.3	Train	GC HSCP L&D capacity and capability	Ensure all HSCP staff have PDP / Career Development conversations.	ACO – HR	Oct 25	<p>Managers have been advised to take a supportive 'quality conversations' approach to KSF and PDP discussions with staff. KSF trajectories are shared with managers to allow planning around review meetings. Career / Coaching Conversations are central to the success of our Succession Planning framework. More work to be done to mandate PDP / PDR conversations across the whole of</p>	Ongoing

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							the HSCP. For health, despite work in this area the KSF framework compliance remains disappointing, and coms is set to be issued in the new year, supporting the new Once for Scotland policy. Going forward this will be monitored and discussed as a monthly KPI for ACO and HOS	
36	7	Plan: Workforce Drivers	All GC HSCP	Recommence service reform activity on hold due to Covid 19.	SMT	Dec 22	Service reform activity continues post pandemic in order to improve and make services more efficient. Examples are: <ul style="list-style-type: none"> <li>• Business Administration Review</li> <li>• Health and Social Care Connect</li> <li>• Sign Language Interpreting Service</li> <li>• Reform of Older People's Day Care Services</li> <li>• Review of Sign Language &amp; Interpreting Service</li> <li>• Refresh of the Mental Health Strategy</li> </ul>	Complete
37	7	Plan: Workforce Drivers	All GC HSCP	Identification of staffing implications associated with the removal of Covid 19 financial support and the development of contingency plans for continuity of service.	CO – Finance & Resources	Mar 23	Staff roles related to Covid funding have been managed appropriately e.g., redeployment opportunities explored. Transitioning to BAU for service delivery has taken place.	Complete
42	8.1	Plan: Service Specific Reform Activity	Care Services	Plan for the potential of significant numbers of homecare staff retiring / leaving due to second equal pay settlement	ACO – Care Services	Dec 22	Plans developed to forecast a rise in recruitment activity around June / July 2023. Not ultimately required. No impact on staffing numbers of settlement payment.	Complete
44	8.2	Plan: Service Specific Reform Activity	Older People / Primary Care Services	Undertake a review of the ongoing recruitment of Band 5 (Annex 21) staff to undertake SPQ qualification and move into DN posts on completion (31 posts). Recruit community Staff Nurses to backfill.	Chief Nurse	Dec 2023	Review Complete. A decision was taken not to employ SPQ students as Band 5s under (Annex 21), annex 21 would have put the staff at financial detriment further complicated by staff's differing incremental dates. All SPQ students are employed as community staff nurse at Band 5 becoming Associate DN Band 6 (2-3 months prior to the end of the course) if they do not complete their course, they revert to Band 5 Staff Nurse position.	Complete
45	8.2	Plan: Service Specific Reform Activity	Older People / Primary Care Services	Pilot development of Band 4 HCSW for District Nurse Teams.	Chief Nurse	Mar 23	X4 Band 4 Assistant Practitioner Posts were introduced to Glasgow City DN Teams in September 2023.	Complete
45	8.2	Plan: Service Specific Reform Activity	Older People / Primary Care Services	Undertake a review of activity to promote the Special Practitioner Qualification including support for additional Community Practice Teachers.	Chief Nurse	Mar 23	Review Complete. As a result, we no longer require additional resource for CPTs, we currently have 35 SPQ students undertaking the SPQ Course being supported by 10 CPTs. x10 students commenced September 22, x15 January 2023, x10 September 2023	Complete
47	8.2	Plan: Service Specific Reform Activity	Older People / Primary Care Services	Review of Occupational Therapy Services – proposal to integrate Community OT with Rehabilitation Teams.	ACO – Older People	Aug 25	Preparatory work undertaken in relation to the development of professional networks. Interface with HSCC continuing to develop. Ongoing Short Life Working Group to develop an agreed MDT approach.	Ongoing
48	8.2	Plan: Service Specific Reform Activity	Older People / Primary Care Services	Conclude Hospital at Home pilot and undertake review in respect of wider roll out of this initiative	ACO – Older People	Mar 23	The 'test of change' for Hospital at Home (H@H) began in January 2022. Over the last 12 months there has been progressive increase of our operational capacity to 15 'virtual' beds with a move to 20 beds within the same resource envelope once the staffing issues, currently restricting us to 10 beds, stabilises.	Complete

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							<p>Direct primary care referrals are currently inclusive of all South locality GP cluster practices, Drumchapel/Yoker, Great Western Road, Cluster A (Kelvingrove area) within the NW locality.</p> <p>There is an intention to move soon towards accepting referrals from the NW clusters of Hyndland/West End and Dumbarton Road. The 2 remaining NW GP clusters which are within the GRI catchment area are at present time excluded from hospital at home referrals.</p> <p>Direct referrals are also accepted from the Scottish Ambulance Service and Home First, advanced frailty practitioners within the Emergency Department of the Queen Elizabeth (QE) Hospital.</p> <p>Early supported discharge referrals to H@H can also be made from the Department of Medicine for the Elderly receiving units and wards within the QE also.</p> <p>A series of Hospital at Home evaluation reports 2022-23 have been provided to RTG/SEG. 2 interim evaluations were published in September 2022 and February 2023.</p> <p>A final evaluation 'Proof of Concept' report was presented to RTG/SEG in June 2023. Approval for further expansion of the service across NHS GGC as a hosted service within GCHSCP was granted in June 2023 following review of this final evaluation report.</p>	
49	8.2	Plan: Service Specific Reform Activity	Older People / Primary Care Services	OPMH – 5 year strategy. Review staffing implications of planned changes in In-patient bed model.	ACO – Older People	Mar 27	<p>Reconfiguration of all mental health inpatient services including OPHM Services across NHSGG&amp;C will be subject to a public consultation and engagement exercise to determine future configuration. Staffing implications of this are not therefore as yet clear. Direction of travel is a reduction in overall bed numbers. Inpatient mental health staff impacted would be subject to an organisational change process.</p> <p>Phase 1 Enhanced Care Home proposed staffing levels have been discussed but yet to be agreed.</p> <p>Work is underway to identify staffing implications, costs and resource required to support a change in the provision of HBCC beds in Glasgow City HSCP. The 12-week public consultation exercise commenced in September 2024. The findings from which will inform the future bed model and resulting staffing impact. This will apply across NHSGG&amp;C, Adult and Older People inpatient mental health services. Decisions are expected to be taken in the first quarter of 2025, with progressive implementation over the following 2-3 years</p>	Ongoing
50	8.2	Plan: Service Specific Reform Activity	Older People / Primary Care Services	OPMH – 5 year strategy. Review and refresh the role and function of the OPMH Community Team.	ACO – Older People	Dec 26	<p>The work to refresh the role and function of the OPMH Community Team will commence in 2024. This will include consideration of the introduction of new roles within the team, however this profile cannot be developed until the function of the team has been determined. Phase 1 will involve development of an Enhanced Care Home Liaison Team to better support more complex patients in care home settings, reduce need for admission to OPMH Inpatients and support timely discharge. Model will be further explored and agreed in 2024. A detailed proposal paper for the Enhanced Care Home Liaison Model was considered by the NHSGG&amp;C OPMH Strategy Group in November 2024. Some changes were agreed that will result in a final proposal coming before the Strategy Group in February 2025. Implementation of the model will be contingent on resource release from inpatient bed reductions, so timescales will follow from the beds plan referenced at point 49.</p>	Ongoing

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51	8.2	Plan: Service Specific Reform Activity	Older People / Primary Care Services	Review provision of Out of Hours DN service, considering options with neighbouring HSCPs and review of shift patterns.	ACO – Older People / Chief Nurse	Dec 25	New DN Hub Model/OOH Paper agreed at CLT& Prog Board Oct 23. Proposal plans to move Core DN Services to 8am-8pm model, relieving pressure on OOH by increasing scheduled care provision in core day. East Dun now covering their OOHs service until 10pm GC still covering overnight component. Dialogue underway with East Ren to bring cover arrangements online with East Dun so GC South & North are working consistently. Discussions are now taking place with East Renfrewshire at Chief Finance Officer level	Ongoing
52	8.2	Plan: Service Specific Reform Activity	Older People / Primary Care Services	PCIP – as a priority, complete the transfer of treatment and care services (including phlebotomy) from general practice to HSCP	ACO – Primary Care	Oct 23	Treatment Rooms and Phlebotomy Services are available to all GP Practices across Glasgow City HSCP. Treatment Rooms continue to deliver skilled Nursing interventions to the patient population from an agreed interventions list. The Phlebotomy Service continues to expand and are exploring an alternative model of service delivery. Currently scoping “in-reach” model whereby NHSGGC employed Phlebotomists will be placed within GP practices.	Complete
54	8.2	Plan: Service Specific Reform Activity	Older People / Primary Care Services	CT&CC / PCIP – Review of Community Diabetes Service to ensure that patients with Type 2 diabetes are supported in the most appropriate clinical setting and by most appropriate role.	ACO – PCIP / Chief Nurse	Dec 25	This year a piece of work has been supported at city wide level which has seen the sign off of a revised service specification, including a review of eligibility and referral criteria and a refreshed process. Going forward a paper will be prepared and presented to OPCLG seeking permission to carry out a wider review of the service across the city to include an evaluation of roles and skill mix, development of an educational pathway which supports post graduate diabetes study at Masters level for staff coming into the service and the review of the primary and secondary care interface for type 1 and type 2 care	Ongoing
55	8.3	Plan: Service Specific Reform Activity	Primary Care Improvement Plan (PCIP)	Continue to recruit to PCIP post to address high turnover. Review skills mix / staffing model to develop creative solutions to appropriate resource PCIP, such as the development of the 3 pharmacy hubs and the re-design of the ANP urgent care service for care homes.	ACO – Primary Care / Chief Nurse	Mar 23	Regular PCIP recruitment on-going New models of service delivery being developed/implemented “Grow our own” staff through supporting the training of ANPs, technicians and pharmacists. Pharmacy hubs in place with 80% of practices covered. Review of approach to ANP in Care Homes has been completed and new model in place – recruitment underway to staff up to cover 5 HSCP care homes	Complete
72	8.4.3	Plan: Service Specific Reform Activity	Adults Services – ADRS	Following Glasgow City ADRS review in 2021, explore the expansion of nursing, medical and prescribing capacity with a training needs analysis to be conducted	ACO – Adult Services	Mar 23	Training needs analysis carried out in April 2022. Identified training requirements, updated and refresher sessions provided where identified. Workforce Development subgroup reconvened to progress new work and training requirements in line with MAT standards and mandatory training for Social Care staff.	Complete
73	8.4.3	Plan: Service Specific Reform Activity	Adults Services – ADRS	Build on the establishment of an OOH Crisis Outreach Team in 2021, further consider the role of ANP subject to central funding.	ACO – Adult Services	Mar 23	The Crisis Outreach Team have developed pathways for people who have experienced a non-fatal overdose and for people at high risk of overdose including hospital and residential service discharges and prison release. They work alongside the mental health assessment unit staff to ensure that urgent issues with co-morbidity has an immediate response. The workforce plans are linked into the transforming roles strategy and continue to review the MDT.	Complete
74	8.4.3	Plan: Service Specific Reform Activity	Adults Services – ADRS	Building on a recent test of change including ADRS and CAMHS teams, further develop services for young people to increase access to care.	ACO – Adult Services	Apr 25	A workstream to review the previous model of service to young people who require treatment has been meeting regularly throughout 2023 and will report by end of year. The review has considered the development of a trauma informed service, governed by ADRS and CAMHS, to meet the needs of young people who use alcohol and/or drugs in a harmful and/or dependant manner. The proposal recommends a multi-disciplinary team including psychiatry, psychology, nursing and social care staff and will be presented to the Glasgow City HSCP governance structures for discussion.	Ongoing

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75	8.4.4	Plan: Service Specific Reform Activity	Adult Services – Prison Healthcare and Police Custody	Conclude workforce review and introduce a revised staffing model to improve recruitment & retention.	ACO – Adults Services	Mar 23	Review complete. Final discussions with NHSGGC before submission to IJB for approval.	Complete
76	8.4.4	Plan: Service Specific Reform Activity	Adult Services – Prison Healthcare and Police Custody	Fully open / implement the Lillias Community Custody Unit using the preferred blended model with a mix of in-house and community health services accessed.	ACO – Adult Services	Oct 22	Lillias CCU open and operational since 24 October 2022.	Complete
77	8.4.4	Plan: Service Specific Reform Activity	Adult Services – Prison Healthcare and Police Custody	Conclude the full review of Police Custody Healthcare with particular focus reviewing skills mix, the required nursing mode, the career pathway for nursing and a broader staffing support model.	ACO – Adult Services	Mar 23	Review ongoing with options appraisal carried out by the review group to determine best service model. Current stage of developing or updating job descriptions to reflect the needs of the service. IJB report to be submitted early 2024	Complete
83	8.5	Plan: Service Specific Reform Activity	Public Protection & CN – Justice Services	Co-location of Diversion staff at London Road marking hub.	ACO – Public Protection & Complex Needs	Mar 23	Staff member now in place and new process embedded. The staff member is working in a hybrid manner, and we have seen an increase in Diversion cases for adult services.	Complete
87	8.5	Plan: Service Specific Reform Activity	Public Protection & CN – Justice Services	Implement Glasgow Sheriff Court Women's Problem Solving Court.	ACO – Public Protection & Complex Needs	Jan 23	In January 2023, Glasgow Sheriff Court, introduced a Women's Problem-Solving Court. The focus of this court is to work with women involved in the justice system in a different way recognising they require a different approach which is more trauma informed. In total, since January, approximately <b>186</b> cases have called at the new court.	Complete
91	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – Homelessness & Asylum	Redesign Homelessness Health Services to Complex Needs Service.	ACO – Public Protection & Complex Needs	Jun 23	The Review is complete with successful Implementation of the Complex Needs Service. The new model officially launched in March 2022. The Service sits within Public Protection, Homelessness & Complex Needs Governance and is reviewed via Operational and Strategic Oversight groups. The Complex Needs Service (CNS) provides a single point of access to a vulnerable, transient, and high-risk population, providing a range of medical, health and social care interventions for individuals with multiple and complex health and social care needs. To date, referrals have been received from a wide range of services and agencies including, Acute Services, ADRS, Social Work, ASP, Learning Disability, Housing Associations, Community Justice and Primary Care. Individuals and family members are (and have done so) also able to self-refer.	Complete
92	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – Homelessness & Asylum	Improve practice governance and develop staff development programmes.	ACO – Public Protection & Complex Needs	Mar 23	Newly developed Staff Training and Continuous Development plan in place for homelessness and Complex Needs staff aligned to a revised supervision framework. Continuous collaborative staff engagement sessions delivered throughout year for frontline staff. Additional focus on staff engagement sessions for Asylum & Refugee Services. New frontline managers (Seniors) practice forum established for Homelessness. Recently completed managers development session for Complex Needs Service. Management peer mentoring underway. Developing enhanced Lived Experience through a mutually agreed co-production framework. This is progressing through dialogue with Homeless Network Scotland and ADRS Recovery Coordinators.	Complete

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93	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – Homelessness & Asylum	Implement the delivery of Trauma Informed Support.	ACO – Public Protection & Complex Needs	Apr 23	Public Protection, Complex Need, Homelessness and Asylum is well embedded in the delivery of the Trauma Informed Support framework. Service representation clearly defined. Ongoing participation in STILT sessions with recent STILT session delivered to key leaders and the promotion of Trauma Informed Support. Psychologist post attached to CN has delivered staff reflection sessions and offered guidance and support to staff within the CN service, locality and residential Homelessness services and Asylum staff along with purchased services. Delivery implementation plan well underway with key Service Management oversight. Also aligned to Homelessness staff within HSCC.	Complete
94	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – Homelessness & Asylum	Ukraine Project – deliver the HSCP response to the Ukrainian refugee crisis.	ACO – Public Protection & Complex Needs	Oct 23	When GCC HSCP became aware that the Scottish Government had sourced Hotels to support Ukrainians fleeing the conflict in Glasgow City it would have to respond quickly to support a vulnerable group of individuals whose overall health needs were completely unknown. The HSCP were aware of the work that the Asylum Health Bridging Team did in supporting newly arrived Asylum seekers in Glasgow and that that work would be transferable in supporting Ukrainians newly arrived in Glasgow City Centre. The team is comprised of both registered Nurses and registered Mental Health Nurses. The team provided support by completing a health assessment identifying what services would be required and referring to that service, the Asylum Health Bridging Team ensured all Ukrainians were registered with local GP service, and information on accessing NHS services was provided in Ukrainian. These NHS services included out-of-hour services such as NHS 24, emergency services and pharmacy first. The Asylum Health bridging Team also provided information on local community groups and community organisations. The Asylum Health Bridging Team continued offering support to arriving Ukrainian refugees until April 2023.	Complete
95	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – Homelessness & Asylum	Enhance Homelessness prevention activity.	ACO – Public Protection & Complex Needs	Sep 23	Primary prevention functions delivered through housing Options framework with key priority delivery through HSCC. Recent introduction for the Prevention Ask & Act requirements for wider stakeholders. Ongoing work at city and national level required given the key responsibility of prevention is wider than only homelessness. This will have considerable resource implications going forward.	Complete
96	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – Homelessness & Asylum	Implement block profiling for the resettlement of RSOs.	ACO – Public Protection & Complex Needs	Dec 23	Positive engagement with RSL's remains with continued commitment to process. As of September 2023, 47 RSL partners are aligned to this process. Roll out continues through the Prison Homelessness Casework Team. This continues to be monitored through the NASSO Meeting.	Complete
97	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – Homelessness & Asylum	Implement GC HSCP Alliance to end homelessness.	ACO – Public Protection & Complex Needs		<del>A collective decision by both the Alliance partners and HSCP agreed to suspend the implementation of the Alliance to End Homelessness Model for Glasow. This decision was taken after considerable deliberation and review. Factoring in lessons learned, a subsequent model delivered through Commissioning Services in conjunction with Homeless Network Scotland has progressed a new model with the Third Sector and coproduced with lived experience, titled "Wayfinder" following a number of "All in for Glasgow" development sessions.</del>	On hold
98	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – Homelessness & Asylum	Implement GC HSCP domestic abuse strategy.	ACO – Public Protection & Complex Needs	Mar 27	The Strategic Domestic Abuse Group continues to have oversight of the three operational subgroups Children and Families, Public Protection and Adult and Older People in their implementation of the HSCP Domestic Abuse Strategy. The Strategy spans 5 years and has 6 key strategic priorities. This remains ongoing the strategy is five years and we are in year 2 of implementation	Ongoing

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99	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – Homelessness & Asylum	Implement GC Health and Social Care Connect (HSCC)	ACO – Public Protection & Complex Needs	Dec 23	Health and Social Care Connect was implemented on the 1 November 2023. The team have successfully delivered on one of its key aims to reduce the demand of work being sent to locality social work teams. The team is still very much in an implementation phase and is working with colleagues across the HSCP to ensure new processes and procedures are working.	Complete
100	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – Homelessness & Asylum	Implement child protection guidance including the re-write of the Glasgow guidance.	ACO – Public Protection & Complex Needs	Mar 23	The re-write of the Glasgow Child Protection Guidance is in its final stages. The document was circulated for comment over the summer and the final document is being taken through appropriate governance routes before being published.	Complete
101	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – ASP	Implement ASP improvement plan.	ACO – Public Protection & Complex Needs	Nov 23	ASP Improvement Plan implemented with focus on the areas for strengthening which were identified in the Thematic Inspection: Improving chronology recording – has involved the development of a learning pack of materials, staff briefings, and further audit. A new Chronology course is now being developed (to launch early 2024). Decision making at investigation stage and the role of the Team Leader in this process has been addressed by introducing twice yearly Team Leader Development Sessions and raising awareness of defensible decision making (including need for clear rationale to be recorded). Improving the wider Case Conference process including recording of attendees (including the adult at risk of harm) – has now been actioned and system updates due to go live in November 2023	Complete
102	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – ASP	Update ASP operating procedures in light of service redesign (HSCC / ASP)	ACO – Public Protection & Complex Needs	Mar 23	ASP Duty Protocol has been revised to reflect the introduction and HSSC and revised handover arrangements for ASP referrals. Work is ongoing to help ensure that this document is further revised to reflect any further changes during the early stages of HSSC – and this links to an ASP Working Group being in operation to support transitional arrangements.	Complete
103	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – ASP	Update Large Scale Investigations procedures.	ACO – Public Protection & Complex Needs	Jun 23	Large Scale Investigations (LSI) Procedure revised and update completed. This has now helped to inform recent LSI activity.	Complete
104	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – ASP	Support transfer to new recording system (Eclipse)	ACO – Public Protection & Complex Needs		<del>This has not progressed due to strategic decisions which decided against the introduction of a new recording system (Eclipse), at this stage. The initial Improvement actions (to support Chronology recording) were linked to the functionality within the new system. The Improvement Plan has had to be revised to strengthen recording within the Carefirst system. Further training will be provided to support staff to overcome any system barriers within their use of the current recording system and this approach will be reflected in the new Chronology course that will focus on how to record/output the Report within the Life Event screen (Carefirst)</del>	Action Removed
105	8.6	Plan: Service Specific Reform Activity	Public Protection & CN – ASP	Update 'Prevent' procedures	ACO – Public Protection & Complex Needs	Mar 23	Prevent procedures updated in line with the revised National Guidance. This includes the Local Authority assuming the responsibility for holding Prevent Multi Agency Panels (PMAPs) and identifying set Chairs for this process. A Prevent Coordinator has also been appointed and training delivered for staff to understand their key roles and remits. A yearly assurance report is also provided to Scottish Government as part of a national drive to strengthen governance linked to Prevent. Work is also underway to launch an online training course and to deliver further staff briefings (early 2024).	Complete

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111	8.7	Plan: Service Specific Reform Activity	Children's Services	Review of Children & Families Band 7 roles and responsibilities across Health Visiting, Practice Development Nurses and Team Leaders to assess skill mix.	ACO – Children's Services	Mar 23	This Review is complete. However, as part of the ongoing work for transforming nursing roles this review is working on the development of the Band 7 Competency Framework	Complete
112	8.7	Plan: Service Specific Reform Activity	Children's Services	Increase capacity of the Independent Care and Review Team to support meaningful participation of children and young people and to support the implementation of the Glasgow Promise Action Plan.	ACO – Children's Services	Mar 23	We have employed 4 Promise Participation Workers who have joined the Independent Care and Review Team. Their role as trusted advisors is to assist in the implementation of Glasgow's Promise (Action Plan) and specifically to ensure that children, young people and their families influence service design and delivery across our children and families service.  The team commenced in December 2022.	Complete
116	8.8	Plan: Service Specific Reform Activity	Health Improvement	Review impact of new national body Public Health Scotland on the labour market and the local pool of talent available to HSCP.	ACO – Primary Care	Oct 23	Marginal workforce impact in last year as PHS recruitment has slowed, will continue to monitor. Marginal local recruitment in line with HSCP recruitment processes.	Complete

Workforce Plan 2022-2025  
Action Plan – Year Two - Updated position at December 2024



Summary of Actions (Years 2)

Total number of actions	14
Number complete	8
Number ongoing (not yet complete / carried forward)	6
Number incomplete / removed	0

The following is the Action Plan to support the delivery of the seven themes contained within the Glasgow City HSCP Workforce Plan 2022-2025. This captures actions from Year Two (2024).

No	WFP Ref	Pillar	Section / Theme	Action	Action Lead	Target Completion Date	Latest Progress: Update	Status
12	5.2	Attract & Employ	GC HSCP resourcing strategy	Continue our radio, television and social media campaign to advertise HSCP and Glasgow as a Great Place to Live and Work	ACO – HR	Mar 26	<p>Significant progress made in the use of TV / Radio advertising in 2023 yielding strong numbers of candidates. Continuing Social Media use as standard. Now exploring the use of LinkedIn and other talent attraction platforms for various roles within the HSCP. Social Media use is expanding to include a "Job of the Week" and weekly updates on vacancies across both Facebook and X. The use of LinkedIn is currently part of the plan which will allow better engagement with a wider pool of candidates. It is expected this will be available in January 2025 with more updates to follow.</p> <p>In addition, HR, Marketing and Communications are developing a revised strategy on using Social Media and other channels to promote jobs. This will include rebranding the current format, with the use of candidate testimonies. This work is planned for January 2025.</p> <p>GCHSCP now has a fully established annual recruitment plan in place within Home Care, which considers leaver trends pre and post Covid. The plan supports a robust recruitment timeline, which includes the formal induction period and ensures new starts commence employment during periods where there is higher trends for leavers. There continues to be a review of this model with the service and HR to ensure the model is fit for purpose and learn from previous activities.</p> <p>The model within Home Care is currently being worked on to look at potential to relocate this within our Children's Residential Services, Older People Residential and Day Care Services and Business Administration Services. HR are meeting with services to review recruitment plans for 2025/26 and how best this can be supported to minimise gaps for large scale recruitment.</p>	Ongoing
19	5.7	Attract & Employ	GC HSCP resourcing strategy	Implement a Modern Apprenticeship Scheme	ACO – HR	Mar 26	<p>The health board has a commitment to apprenticeships and is supporting growth in this area and developing their offering. For partnerships we are linked in with this which is particularly relevant for Health Care Support workers and professional support roles. Since this workforce plan was introduced, GCHSCP Modern Apprentice programmes have increased as part of wider recruitment, retention and succession planning activities. The programmes operate differently in both parent organisations and there are differences in remuneration.</p> <p>Within our Older People Residential Day Care and Learning Disabilities Day Care Services, there continues to be a positive MA programme annually which allows young people to develop skills in the Social Care industry and wider service. There are currently 8 MAs within these services. In addition, Business Administration currently support 3 MAs.</p> <p>Older People Residential Services in conjunction with Clyde College support Social Care Internships programme. This allows young people and individuals looking for a career in</p>	ongoing

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							<p>Social Care. The programme sees up to 18 interns each intake working with our Care Homes to develop skills and experience in the Social Care industry which provides excellent hands-on experience and off job training at the College. This highly successful programme has proven to be a positive route into permanent employment within Older People Residential care for almost all participants.</p> <p>From Cohort 1 and 2, 15 Interns have obtained permanent employment. Cohort 3 is due to conclude in December 2024, with Cohort 4 commencing January 2025.</p>	
31	5.12	Train	GC HSCP L&D capacity and capability	Develop clear career pathways / journey maps for entry level roles within Glasgow City HSCP	ACO – HR	Mar 26	Health is linked in with the Career insights programme and 'get ready for' career pathways are developed and promoted and the partnership are continuing this work, supporting career events and get ready for work initiatives developing career pathways and this will expand over the remainder of the plan linking with the Board wide initiatives. Supporting the development of a Mental Health senior practitioner roles to develop Health Care Support Workers for onward progression to staff nurses. Within Social work a full scoping exercise has been undertaken of all Social Work posts and the career/training pathway. This work will evolve and develop and remains ongoing	Ongoing
35	6.4	Train	GC HSCP L&D capacity and capability	Improve leadership and management development offer across HSCP	Head of OD	Mar 25	The 90 minutes leadership programme continues to offer a variety of leadership development sessions covering a range of topics, all sessions are well attended. A West of Scotland Leading for the Future programme is currently running with staff from across the HSCP and other Boards.	Ongoing
78	8.4.5	Plan: Service Specific Reform Activity	Adults Services – Sexual Health Services	Following a full service review (Paused due to the C-19 pandemic) conclude the introduction of a new service model including team structures, support models, to address recruitment and retention issues.	ACO – Adults Services	Mar 24	Linked to Action number 77 (Year One)	Complete
82	8.5	Plan: Service Specific Reform Activity	PP&CN – Justice Services	Review the Caledonian System Domestic Abuse Programme	ACO – PP&CN	Mar 24	Completed with subsequent work ongoing to develop a safer framework approach for those men not suitable for the Caledonian Programme	complete
84	8.5	Plan: Service Specific Reform Activity	PP&CN – Justice Services	Implementation of Glasgow Youth Structured Deferred Sentence Court	ACO – PP&CN	Mar 24	completed and the Court has now been implemented	Complete
88	8.6	Plan: Service Specific Reform Activity	PP&CN – Homelessness & Asylum	Implement Rapid Rehousing Transition Plan	ACO – PP&CN	Mar 24	The HSCP has made good progress in implementing key actions set out within the Rapid Rehousing Transition Plan. However, the Public Health Emergency and the increase in demand for homelessness assistance has undermined significant progress with implementing a rapid approach to rehousing homeless households. The HSCP will continue to work with a range of partners to implement a rapid approach to rehousing within the context of the Housing Emergency declared by the Council in November 2023.	Complete
90	8.6	Plan: Service Specific Reform Activity	PP&CN – Homelessness & Asylum	Implement Housing First	ACO – PP&CN	Mar 26	The HSCP continues to work with a range of partners to implement our approach to Housing First. Since 2020/21, 319 homeless households with complex case histories have secured permanent housing with Housing First support. We continue to work with stakeholders to embed Housing First to our work with people with complex case histories.	Ongoing
108	8.6	Plan: Service Specific Reform Activity	PP&CN – ASP	Update ASP processes, guidance and training considering revised ASP code of practice.	ACO – PP&CN	Jul 24	A number of actions have been taken to improve safeguarding of homeless households. A revised approach to ensuring safeguarding visits to households in Bed and Breakfast accommodation has been implemented. In addition, the Homelessness Service Training Plan has been revised to ensure that all staff have access to all relevant safeguarding training. A 'spotlight' information session on Homelessness has been delivered to ASP	Complete

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							practitioners to provide frontline ASP staff with a wide range of information in relation to homelessness services and a reciprocal session from ASP senior management is currently being arranged for frontline homelessness staff to broaden understanding of ASP procedures and processes.	
109	8.7	Plan: Service Specific Reform Activity	Children's Services	Increase focus on continuous professional development, which has been impacted by pandemic response.	ACO – Children's Services	Mar 24	Staff induction has been improved, following a successful pilot in North-East, supported by third sector. Staff engagement events have been carried out with Team Leaders and Service Managers, with a plan to roll these out to all staff based on the learning and feedback. OD colleagues have supported the planning of these sessions.	Complete
114	8.8	Plan: Service Specific Reform Activity	Health Improvement	Ensure welfare advice in Health Partnerships embedded in 84 GP Practices.	ACO – Primary Care	Feb 24	Going forward funding for this has been reduced but original action complete	Complete
115	8.8	Plan: Service Specific Reform Activity	Health Improvement	Expansion of Youth Health Service and review of smoking cessation provision.	ACO – Primary Care	Mar 24	Smoking Cessation review is the review of the Quit Your Way Service that commenced earlier this year. There is an active review group, involving the wider staff team and with staff side engagement. The review is on course to report in March 2025. Youth Health Service Expansion. We expanded the service to the 9 hubs some time ago, in the last year we have recruited some temporary additional staff to cope with the increasing demand. In August'24 we agreed to undertake a review of YHS, this is still to commence. Jackie and Julia decided this review be independent of the managing service (health improvement) and two nursing managers have just now been identified to lead it.	Complete
119	8.9	Plan: Service Specific Reform Activity	Finance & Resources	Complete the transfer of over 800 staff and services to Parkhead Hub and demonstration the successful integration of community and acute services in line with Moving Forward Together.	CO – Finance & Resources	January 25	On track. Change management work is ongoing to develop a more integrated approach across teams moving into Parkhead Hub. Managers are being supported to apply a change management tool to gather data about different ways of work for teams moving into the Hub, which will be used to plan some specific sessions for staff, possibly organised by care group. Three sub-groups have also been established to support the development of multi-disciplinary teams within the Children's Hub (with a particular focus on Health Visiting, Social Work and Midwifery services); secondary care, with a focus on integrating acute services; and a Ways of Working workstream which is covering the transition of staff and shift to Tomorrow's Office and associated practical arrangements.	Ongoing



Workforce Plan 2022-2025  
Action Plan – Year Three (2025+) – Updated Position as at December 2024



Summary of Actions (Years 3+)

Total number of actions	43
Number complete	7
Number ongoing (not yet complete / carried forward)	32
Number incomplete / removed	4

The following is the Action Plan to support the delivery of the seven themes contained within the Glasgow City HSCP Workforce Plan 2022-2025. This captures actions from Year Three (2025+).

No	WFP Ref	Pillar	Section / Theme	Action	Action Lead	Target Completion Date	Latest Progress: Update	Status
1	1.1	Background	Health & Care (Staffing) (Scotland) Act 2019	Implement the duties required by the Act in line with the published timeline.	Chief Officer	Mar 26	Working with the Board the HSCP have a safer staffing oversight group linking with ACO’s heads of service and staff side to discuss the progress and requirements of the Health & Care Staffing Scotland Act (HCSSA). Work is ongoing to further develop the linkage the workforce planning cycle and embed.	Ongoing
2	1.1	Background	National Workforce Strategy	Ensure alignment with Scottish Government’s requirements in the National Workforce Strategy for Health & Social Care in Scotland.	Chief Officer	Mar 25	Alignment to Scottish Governments National workforce strategy is embedded into service plans at local and Board level.	Ongoing
3	1.2.2	Background	National Care Service	Prepare for the introduction of the National Care Service.	Chief Officer	Mar 25	Latest update has National Care Service activity is postponed. Partnership is linked into national developments and will progress accordingly	On hold
8	4.5	Nurture	GC HSCP Staff Health and Wellbeing	Promote the Mental Health First Aid course for staff within HSCP and develop and ongoing programme of delivery across GC HSCP	ACO – HR	Mar 26	7 NESS modules were agreed for use by HSCP senior Management including the use of Psychological First Aid. A review of the requirements for running Mental Health First Aiders courses in-house has been completed and will be explored for roll out in 2025. Existing e-learning modules will also for part of this review for refresh and relaunch in 2025.	Ongoing
9	4.5	Nurture	GC HSCP Staff Health and Wellbeing	Support the development of a culture of compassionate leadership and kindness by building capacity of resilience through utilising trauma informed leadership and strengthening personal resilience programmes.	Head of OD	Mar 26	The trauma informed team continue to deliver a regular programme of events and will be offering two programmes a week from next year.	Ongoing
11	4.5	Nurture	GC HSCP Staff Health and Wellbeing	Continue to support Healthy Working Lives programme including empowerment of local service areas to access funding for health and wellbeing initiatives for local activity based upon staff need.	Head of OD	Mar 26	The HSCP Mental Health and wellbeing group focuses on all areas of Health and wellbeing, promoting national and local support and training in all areas of health and wellbeing across the partnership. This groups regularly surveys staff and responds to the needs highlighted	Ongoing

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28	8.2	Attract & Employ	GC HSCP resourcing strategy	Continue to participate in Social Work Student Hub Model to provide work experience for student social workers with aim of attraction and retention of qualified Social Workers.	ACO – HR / Chief SWO	Mar 25	The hub model continues to be a successful project for supporting social work students and contributing to recruitment and retention of staff. From January to June 2024 the hub supported 12 students. A further 12 were placed in August 2024 and an additional 12 will be placed in January 2025 until June 2025- in total capturing 36 students. Across the wider organisation we also supported an additional 74 students from January 2024 until Dec 2024. We have received our Jan 2025 allocation, and we are about to place up to 25 students from Jan- June 2025.	Ongoing
29	5	Attract & Employ	GC HSCP resourcing strategy	Reduce reliance on agency, bank, overtime to fill vacancies.	Heads of Service	Mar 26	<p>There has been a concentrated focus across the partnership reviewing supplementary spend and feeding into the sustainability and value programme as appropriate. The workforce Planning subgroup continues to meet on a fortnightly basis ensuring rigour and scrutiny of all workforce spend. Agency staff have historically been relied upon in our Care Services to cover service delivery because of absence and leave. There is now a fully established annual recruitment plan in place within Home Care, which considers leaver trends pre and post Covid. The plan supports a robust recruitment timeline, which includes the formal induction period and ensures new starts commence employment during periods where there are higher trends for leavers. There continues to be a review of this model with the service and HR to ensure the model is fit for purpose and learn from previous activities.</p> <p>The model within Home Care is currently being looked at to see if it can potentially be replicated within our Children's Residential Services, Older People Residential and Day Care Services and Business Administration Services. HR are meeting with services to review recruitment plans for 2025/26 and how best this can be supported to minimise gaps for large scale recruitment.</p> <p>Within both Older People's Residential and Children's Residential Services, there are currently service review plans being progressed which include a focus on the reduction of the reliance of overtime and agency usage where applicable. Both services are working with HR and Finance to finalise the plans.</p>	Ongoing
30	5.10	Train	GC HSCP L&D capacity and capability	Continue to promote and support training for staff to attain further qualifications (grow our own) such as Band 5 Nurse to DN and Social Worker to MHO and to allow existing staff to train as social workers.	ACO – HR	Mar 26	<p>Plans developed and implemented with regards to implementing band 4 to trainee MH nurse. Plan to consider and develop trainee Health Visiting role as part of sustainability plan.</p> <p>In June 2024 10 social workers qualified as MHO' s (Mental Health Officers) via our seconded programme. A further 7 are currently undertaking the qualification and will complete in May 2025. We will be adverting the programme early 2025 with a further 10 places available for HSCP staff. In addition to this we have supported 3 social care workers (self funding) to complete their social work degree and all are now in social work posts. We will support another 2 social care workers over the period 2024-2025. This will continue into 2026.</p>	Ongoing
38	7	Plan: Workforce Drivers	All GC HSCP	Plan for the impact of current external drivers (cost of living increase, fuel poverty, war in Ukraine, Brexit) on demand for services.	ACOs	Mar 26	<p>Integration transformation Board review all transformation plans are reviewed and updated in light of the ever changing environment. Risks and mitigations are considered and updated through this process.</p> <p>Due to the impact of Brexit, the profile of staff is changing with 108 VISA Sponsorship approved since January 2021 under GCC Sponsorship Scheme particularly within Home Care and Older People Residential Services. The sponsorship allows individuals to work and live in the UK, supported by GCC</p>	Ongoing

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							which retains their skills and experience in the organisation for up to 5 years. Other roles including Social Worker and Residential Worker (Children's Residential) also support the sponsorship programme. Since the implementation of the scheme, Social Work have approved over 100 sponsorship visa requests and this number continues to rise.	
39	8.1	Plan: Service Specific Reform Activity	Care Services	Review the out of hours model of care and support including links to urgent care resource hub and 7 day hospital discharge.	ACO - Care Services / ACO – OP	Mar 25	Review complete	Complete
40	8.1	Plan: Service Specific Reform Activity	Care Services	Review the eligibility criteria to access the Older People Day Care service with consideration of outreach day care and dynamic use of buildings asset based.	ACO - Care Services / ACO – OP	Mar 26	<p>In the original report which was submitted to IJB in February/March 2024, there is a reference under point 9.6 to the opportunities that should be considered as part of the review that 'eligibility criteria for access to the service should be more fully developed, reflecting the needs of an aging population and supporting people to continue to receive support irrespective of their frailty and consideration of the overall workforce requirements for new or emerging models of care should also be devised, including learning and development pathways'.</p> <p>Approval was sought from the IJB to approve a strategic review of Older People Day Care Services following initial views on the current provision of the service, including a formal public consultation on the future of day provision and subsequent EQIA.</p> <p>The approved review has not fully concluded; the public consultation and subsequent focus groups have concluded, and a draft report submitted to ACO</p>	Ongoing
41	8.1	Plan: Service Specific Reform Activity	Care Services	Develop a competency based career pathway for all job roles with a review of skill levels and an assessment of learning need conducted.	ACO - Care Services / ACO – OP	Mar 25	A full scoping exercise of all Social Work posts was carried out identifying the career/training pathway	Complete
43	8.2	Plan: Service Specific Reform Activity	Older People and Primary Care Services	Introduce Advanced Nurse Practitioners roles (ANPs).	Chief Nurse	Mar 26	This continues across all services where funding is available to support governance requirements.	Ongoing
53	8.2	Plan: Service Specific Reform Activity	Older People and Primary Care Services	Work with the NHSGGC to ensure that sufficient funding, staff and accommodate is in place to implement planned movement of Acute Phlebotomy Hubs to community settings.	ACO – OP / Primary Care / Chief Nurse	Mar 27	Work still underway to establish agreement about transfer to Acute—including practicality of resources, budget and systems transfer and utilisation	Ongoing
56	8.4.1	Plan: Service Specific Reform Activity	Adult Services – Mental Health	Mental Health – progress the Mental Health Strategy, analyse the staff implications for GC HSCP, and fully consider the development of new staffing models across both Health and Social Care.	ACO – Adult Services	Mar 26	Broad modelling of the impact of ward reductions to the end point have been progressed. Circa 375 nursing staff and 12 wte consultant psychiatrists will be affected. The organisational principles utilised by the recent Learning Disability Strategy long stay bed reduction will be utilised and agreed with Staff side input. Staff affected will be moved to vacant posts (circa 10% vacancy rate), deployed to meet the legal standards for inpatient staffing and transition to replacement community developments being implemented hand in hand with any reduction in inpatient services. The initial ward reduction has been delivered with no impact on existing staff. The detailed modelling of staffing impact and practical changes for staff will be progressed/ coordinated by the Mental Health Programme Workforce	Ongoing

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							<p>Sub-group and also the Community Services Workstream Workforce Sub-group. It was acknowledged in late 2023 that MHO capacity was critically low, with a shortfall of practicing staff placing the service at significant risk, with the demand for access to services increasing in a system where there is a national shortage of MHOs and they are difficult to recruit. To support pressures in relation to winter planning and hospital discharges, there was a requirement to review the recruitment and retention of Mental Health Officers (Social Workers) due to the volume of leavers and lack of interest from external recruitment.</p> <p>A recruitment and retention payment was agreed for Social Workers and Team Leaders (additional 4%) added to the core salary of practicing MHOs. A net increase of 13 new MHOs have been successfully recruited since the implementation of this payment in January 2024, building increased resilience into the delivery of Adult Services. There has also been a much improved retention level of our MHOs.</p>	
57	8.4.1	Plan: Service Specific Reform Activity	Adult Services – Mental Health	Establish Primary Care Mental Health and Wellbeing Hubs.	ACO – Adult Services	Mar 27	Funding withdrawn from Scottish Government and therefore plans could not progress.	Removed
58	8.4.2	Plan: Service Specific Reform Activity	Adult Services – Mental Health Inpatients	Review current staffing model taking into account current context of care, mental health and recovery.	ACO – Adults Services	Mar 27	As above 56	Ongoing
59	8.4.2	Plan: Service Specific Reform Activity	Adult Services – Mental Health Inpatients	Undertake a review of Glasgow City HSCP's use of the Senior Charge Nurse with a view to adopting a standardised approach in respect of the utilisation of this role.	ACO – Adults Services	Mar 27	Progressing -Increased numbers of band 6s in in patient sites to support band 7 supernumerary status now commenced and continuing	Ongoing
60	8.4.2	Plan: Service Specific Reform Activity	Adult Services – Mental Health Inpatients	Undertake a review of shift times / patterns throughout the service with particular focus on patient need, safe staffing and fluctuations in clinical activity.	ACO – Adults Services	Mar 27	Progressing -SLWG working on standardising shift patterns across hospital sites	Ongoing
61	8.4.2	Plan: Service Specific Reform Activity	Adult Services – Mental Health Inpatients	Further develop a proposal that all sites should be supported by a physical and psychological wellbeing service including an 'in ward' aspect to provide clinical pharmacy, OT, physiotherapy, dietetics, therapeutic/art/socialisation for service users / patients unable to attend a central service.	ACO – Adults Services	Mar 27	Programme on hold	On hold
62	8.4.2	Plan: Service Specific Reform Activity	Adult Services – Mental Health Inpatients	Explore an 'out of ward' aspect to be provided by the site therapeutics team with additional elements to be explored further, e.g. a seven day service, additional physiotherapy staff (subject to funding).	ACO – Adults Services	Mar 27	Work on introducing a continuous intervention policy progressing and due to be implemented January 2025. Currently progressing via appropriate Governance structures and implementation plan in place	Ongoing

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63	8.4.2	Plan: Service Specific Reform Activity	Adult Services – Mental Health Inpatients	Develop novel recruitment strategy to target Doctors and Dentists in training (DDiTs) while in Core Training years.	ACO – Adults Services	Mar 27	In progress	Ongoing
64	8.4.2	Plan: Service Specific Reform Activity	Adult Services – Mental Health Inpatients	Consider expansion of the range of professional roles within current MDT model including Physician Associates, Pharmacy Prescribers, ANPs and GPs with special interest.	ACO – Adults Services	Mar 27	There is a Workforce Subgroup as part of the Modernising Community Mental Health Services (previously Effective and Efficient) Steering group- Programme Board Workstream. This has had its initial meeting. A Mapping exercise of activity across 2 CMHTs has just been completed and we are in the process of sharing findings with the Steering Group and Subgroups.	Ongoing
65	8.4.2	Plan: Service Specific Reform Activity	Adult Services – Mental Health Inpatients	Standardise job planning approaches to address variations in resource allocation, SPA allowances and to consolidate emergency and OOH clinical activity across few sites.	ACO – Adults Services	Mar 27	Work has begun on the SPA allowances and review across MH resources has commenced	Ongoing
66	8.4.2	Plan: Service Specific Reform Activity	Adult Services – Mental Health Inpatients	Review impact of ANP cluster approach on North East inpatient site with a view to further rollout.	ACO – Adults Services	Mar 27	A review has been undertaken and view is that it's valuable and we have secured agreement for the original ANP post in NE and working on expanding this.	Ongoing
67	8.4.2	Plan: Service Specific Reform Activity	Adult Services – Mental Health Inpatients	Consider integration of a dedicated SW resource within the MDT with an active role throughout the inpatient stay – not just discharge.	ACO – Adults Services	Mar 27	Work ongoing on the review of the current integrated discharge team structure	Ongoing
68	8.4.2	Plan: Service Specific Reform Activity	Adult Services – Mental Health Inpatients	Subject to funding, develop the business case for an increase in Mental Health Nurses to increase capacity to assess and treat within specialist secondary mental health services across the whole mental health family of services.	ACO – Adults Services	Mar 27	This work is progressing	Ongoing
69	8.4.3	Plan: Service Specific Reform Activity	Adult Services – ADRS	Subject to the development of national frameworks, expand community based intervention, residential and outreach services.	ACO – Adults Services	Mar 27	CMHACs framework has been agreed and each HSCLP should be working towards this. Glasgow City will move to Crisis services under Specialist Services line management in phase 1. Unscheduled care to move to phase 2 implementation of CMHACS model early next year (Feb 2025)	Ongoing
70	8.4.3	Plan: Service Specific Reform Activity	Adult Services – ADRS	Fully implement the new Medication Assisted Treatment Standards (MAT) with focus on standards 1-5.	ACO – Adults Services	Mar 25	MAT Standards 1-5 remain green and implemented. The implementation of 6-10 remains on track for completion by April 2025	Ongoing
71	8.4.3	Plan: Service Specific Reform Activity	Adult Services – ADRS	Support the introduction of medically supervised safe consumption facilities.	ACO – Adults Services	Mar 25	The Safer Drug Consumption Facility (SDCF) plans have progressed following Lord Advocate announcement in September 23, that she would be minded to issue a SPP on the basis of the new integrated model. Workforce includes nursing staff, social workers, harm reduction workers (with lived experience), medical, psychologist, team leaders and operational manager. Recruitment is complete and included information events, social media adverts and lived experience panels. Staffside, Trade Unions and HR fully involved via Workforce workstream group, reporting into the SDCF Board. SDCF is due to open in December 2024.	Complete

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79	8.4.6	Plan: Service Specific Reform Activity	Adult Services – Learning Disability	Integrate community learning disability teams across all professions using new integrated operational practice and procedures.	ACO – Adults Services	March 25	Integrated management arrangements are in place, with Service Managers in each locality responsible for health and social care staff and teams. Integrated MDTs are in place to support decision making and manage risk (including production and review of Dynamic Support Registers). Short-life working group in place to review locality operating procedures and processes with view to producing City-wide documentation. Professional Health Leads are integral to the LD senior management team to help to promote consistency of practice for their areas of respective responsibilities. This has been strengthened by the recent introduction of a City-wide LD Care Governance Group to further promote consistency of practice and improve links with Board-wide health governance structures.	Complete
80	8.4.6	Plan: Service Specific Reform Activity	Adult Services – Learning Disability	Further develop a new model of learning disability day service provision commencing with a review of nurse staffing levels using the professional judgement tool.	ACO – Adults Services	Mar 26	Short-life working group in place to support maderisation of day services. Staff and service user / family engagement events have taken place specifically on service modernisation, underpinned by ongoing, more regular engagement arrangements. Profile of existing service user need and projected demand / capacity has been completed. Outline proposal developed for future new-build day service provision, pending availability of capital funding. With the future service model more clearly defined, work is progressing to scope what the future workforce requirements should be (both for any potential new-build and for the short-to-medium-term).	Ongoing
81	8.4.6	Plan: Service Specific Reform Activity	Adult Services – Learning Disability	Develop the role of Health Care Support Worker trained in competencies across a number of disciplines, creating greater flexibility of resource to reduce waiting times.	ACO – Adults Services	Mar 25	This work will be part of the wider Day Service review that includes staff remodelling across both health and social care	Ongoing
85	8.5	Plan: Service Specific Reform Activity	Public Protection & Complex Needs – Justice Services	Development of Bail Services at Glasgow Sheriff Court.	ACO – PP & CN	Mar 25	service has been developed and a new model is now in place.	Complete
86	8.5	Plan: Service Specific Reform Activity	Public Protection & Complex Needs – Justice Services	Implementation of Lived Experience Mentoring Service.	ACO – PP & CN	March 25	commission this service which came to an end 2 years ago	Complete
89	8.6	Plan: Service Specific Reform Activity	Public Protection & Complex Needs – Homeless & Asylum	Implement Temporary Accommodate Strategy	ACO – PP & CN	Mar 27	In light of the increased demand for homelessness assistance and temporary accommodation the HSCP is currently working to revise the Temporary Accommodation Strategy. The revised strategy will set out the HSCP's approach to addressing the challenges faced in relation to the supply of temporary accommodation. In light of the increased plan the life of the strategy will cover a ten year period.	Ongoing
107	8.7	Plan: Service Specific Reform Activity	Children's Services	Progress the Children's Services Transformational Change Programme.	ACO – Children's Services	2026	Staff engagement events have focused on the learning from good practice, with an attempt to involve as many teams and services as possible to share their journey. These will continue, harnessing the excellent practice across the city, with a number of teams recently involved in a learning event with colleagues from Leeds City Council. This event focused on sharing successes and challenges with Leeds interested in Glasgow's practice development work. HSCP has been awarded £3m over 3 years for additional capacity to support the transformational programme, with a focus on supporting families with	Ongoing

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							neurodiversity, and independent reviewing to support planning for children and young people to return home, where safe to do so.	
108	8.7	Plan: Service Specific Reform Activity	Children's Services	Introduce an implementation team to support the development of a practice model for Family Support, with responsibility for implementing the plan for WFWF and co-ordinating the supports for families to achieve more seamless pathways and earlier and effective interventions.	ACO – Children's Services	2026	This is an ongoing focus, with support from CELCIS and SG to develop the capacity and methodology to scale up effective strengths-based and trauma informed practice across the City, with an implementation team likely to be in place over 2025/26.	Ongoing
110	8.7	Plan: Service Specific Reform Activity	Children's Services	Develop training, coaching and development opportunities to ensure high quality support for families – from a nurtured workforce.	ACO – Children's Services	Mar 26	Across a number of workstreams, we are developing our Glasgow culture of care, mirroring our approach to supporting families, recognising that we need to “hold the hand of those who hold the hands” of families, as outlined in the Promise. There is good learning from the roll out of the nurture programme in children's houses and the development of group supervision in GIFSS, and we are now exploring aligned training and coaching approaches that promote strengths-based practice.	Ongoing
113	8.8	Plan: Service Specific Reform Activity	Health Improvement	Expand the use of Community Link Workers contracted from the third sector to be embedded in 143 GP practices across the City.	ACO – Primary Care	Mar 27	Based on the level of funding available from the Scottish Government, 80 practices (57% of all practices) in Glasgow City have access to support from community link workers (CLW). Unless additional funding is made available from the Scottish Government, there will be no further increase in the number of practices supported by CLWs.	On hold
117	5	Plan: Service Specific Reform Activity	Nursing, Midwifery, Allied Health Professionals	Continue to progress the 'Transforming Roles Programme' to provide strategic oversight, direction and governance to develop and transform Nursing, Midwifery & AHP roles to meet current and future needs of Scotland's Health and Care system.	Chief Nurse	Mar 25	Currently there are 5 GGC wide work streams with agreed workplans considering agreed work in relation to Older Peoples services, C&F, Adult services and HSCW & Advanced Practitioners. Priority areas for development have included- a refocus of DN roles and services – in line with consideration of virtual beds and Hospital at Home; a refocus of School Nursing and consideration of a sustainable model of Health Visiting.	Complete
118	8.9	Plan: Service Specific Reform Activity	Finance & Resources	Conclude the transformation of the Business Administration Structure.	Chief Officer – Finance & Resources	Aug 25	Phase one completed in 2023 and phase two was scheduled to conclude in March 25. This was subject to delays in staff side allocation. However, the consultation and engagement are well underway with the relevant services - namely: Children's – Health Visiting, School Nursing & Parenting Team and OP/ PC – Rehab, Pharmacy and Health Improvement. Working on the feedback there are some suggested adjustments to delivery models which need further decisions to progress. Accordingly, this may be slightly delayed but likely to be concluded by Summer 2025	Ongoing

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