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Item No: 16

Meeting Date: Wednesday 29th November 2023

Glasgow City Integration Joint Board

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

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Glasgow City HSCP 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 focuses upon the actions identified for year 1 (to December 2023) and provides an update on progress.

Background/Engagement:

Updates have been provided by Lead officers identified in the Action Plan. The report will be shared with Glasgow City HSCP Senior Management 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 ☐

Recommendations:

The Integration Joint Board is asked to:

- a) Note the content of the report, in particular the actions completed this year (Appendix 1) and those actions that are planned for 2024-2025 (Appendix 2).

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Relevance to Integration Joint Board Strategic Plan:

Having a workforce plan in place to ensure services are able to be delivered in line with all the commitments works across the entirety of the strategic plan. However, in particular this contributes to actions to deliver Partnership Priority 5 – a healthy valued and supported workforce

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome(s):

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.

Personnel:

The Workforce Plan extensively references workforce related matters with detailed actions within the Action Plan.

Carers:

None

Provider Organisations:

None

Equalities:

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.

Fairer Scotland Compliance:

In relation to the attraction and retention of our workforce.

Financial:

Activities and actions referenced in this report are subject to their own financial scrutiny and approvals.

Legal:

None

Economic Impact:

None

Sustainability:

Many of the activities and actions referenced aim to develop and maintain a sustainable workforce.

Sustainable Procurement and Article 19:

None

Risk Implications:

None

Implications for Glasgow City Council:

None

Implications for NHS Greater Glasgow & Clyde:

None

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| Direction Required to Council, Health Board or Both | |
|---|--|
| Direction to: | |
| 1. No Direction Required | <input checked="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 plan. This report focuses upon the actions identified for year 1 (to December 2023) and provides an update on progress.

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 Senior Management Team and for information with Health & Council trade unions at the respective liaison / partnership fora.

3. Key issues to note

- 3.1 In total, 119 actions were identified and approved by IJB in November 2022 to support the delivery of the Glasgow City HSCP Workforce Plan 2022-2025 with target completion dates identified across 2022 to 2025 and beyond.
- 3.2 In year one (period to end December 2023), a total of 59 actions were due for completion. Of these, 46 actions have been completed, 10 actions are still ongoing and will be carried forward into 2024, and 3 actions have been removed, as they are no longer progressing.
- 3.3 Appendix 1 provides a short summary of progress for each action and where appropriate, provides evidence to illustrate progress or completion. At the end of December 2023, any actions still outstanding from year one (2023) will be carried forward to year two (or year three as appropriate). Appendix 2 is a reminder of those actions with a target completion date of either year two (2024) or year three (2025).

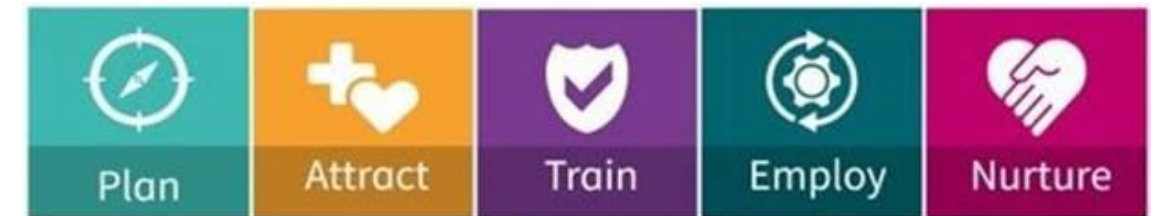
4. Recommendations

- 4.1. The Integration Joint Board is asked to:
- a) Note the content of the report, in particular the actions completed this year (Appendix 1) and those actions that are planned for 2024-2025 (Appendix 2).

GCHSCP Workforce Plan 2022-2025 Action Plan – Year One (To Dec 2023)

Summary of Actions (To Dec 2023)

| | |
|---|----|
| Total number of actions | 59 |
| Number complete | 46 |
| Number ongoing (not yet complete / carried forward) | 10 |
| Number incomplete / removed | 3 |



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 One (2022/23).

| 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 Staff Health and Wellbeing, GGC Workforce Wellbeing Support and NHSGGC Staff Support and Wellbeing</p> <p>All HSCP health and social care staff can take part in free NHSGGC Active Staff in person and online classes. You just need to book through the form.</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 Tuesday 24 October from 12:00noon to 12:30pm</p> <p>Further information on menopause is available at Women's Health - NHSGGC and Menopause (sandyford.scot)</p> <p>Online Sessions</p> <ul style="list-style-type: none"> On World Menopause Awareness Day, NHS Greater Glasgow & Clyde is running an online basic awareness session on MS teams. Wednesday, 18 October 2023 - 10am to 11.30am. This session aims to dispel some of the myths surrounding menopause, explore the impact of menopause on mental health and wellbeing, and how we can support people going through menopause. The Employers Network for Equality and Inclusion (ENEI) is hosting a webinar on Thursday, 12 October from 11am to 12 midday called Menopause Matters: Menopause in the Workplace, you can register using your work email. | Complete |

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| 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 Mental health NHS inform and Mind to Mind – NHS inform.</p> <p>Worried about Money – 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 All About Money - NHSGGC</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 | Jun 23 | <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> | Complete / 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"> 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 (https://apply.jobs.scot.nhs.uk/internal/Job/JobDetail?JobId=168332) Recruiting internationally educated nurses / AHPs who are already working in the UK, so they can be upskilled and ready to apply for NMC registration. Recruiting internationally educated nurses / AHPs from overseas. <p>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)</p> | Complete |
| 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 | <p>Early work underway with Jobs and Business Glasgow, specifically for those hard to fill posts.</p> <p>Continue to attend and support Jobcentre Plus events – recent attendance to an event in October saw positive interest for Home Care roles across the city.</p> <p>Clyde College – 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.</p> | Complete |

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| 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 | Jun 23 | GC HSCP are expanding the opportunities to support Modern Apprenticeships roles. Within mental health nursing, GC HSCP have accessed the NHSGGC 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. | Complete / Ongoing |
| 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 Sub Group. 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. Currently an establishment process for frontline services (increase in hours for PT workers) – Older People Residential Services, Children’s Residential Services and Home Care which allow individuals to register interest in full time employment. Managed and reviewed to ensure consistency. This allows FT vacant posts to be made available to staff within service. Review of 24-hour posts with OP Residentials underway. Hours had been highlighted at WFPB. Meeting took place in Oct 2023 with service to review how to reduce PT posts with the potential of increasing FT posts. Due to challenges recruiting to PT posts, Meadowburn Care Home has been identified as a test of change – paper will be required before any changes can be implemented. | Complete / Ongoing |
| 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 |

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| 23 | 5 | Attract & Employ | GC HSCP resourcing strategy | Implement a comprehensive leavers process to gather intelligence from exit questionnaires and interviews. | ACO – HR | Oct 23 (to be reviewed) | A joint working group has been established to review arrangements. To date it has been established that both organisations have limited data regarding lever'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 implement 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 | Mar 23 | <p>Links have been established with colleagues within NHS GGC and GCC who can advise on recruitment advertising for hard to fill posts.</p> <p>Nationwide advert created and ran throughout the summer for Consultant Psychiatrists, utilising social media and internet advertising techniques.</p> <p>Service specific projects are underway, noting Clyde College</p> <p>In addition, there is currently a pilot underway supported by Glasgow City Council which will see posts advertised on Indeed. Indeed is one of the largest jobs board in the UK which should support any externally advertised post, specifically those high turnover posts.</p> <p>A continuing review of recruitment strategies is informing our approach including ongoing engagement with universities and the increased use and targeting of social media. We are also engaging with recent MHO retirees to support Adult Services over the winter period.</p> <p>Homecare and Older People Residential services are currently trialling a more localised approach in order to target geographical areas of the city where it is difficult to recruit.</p> | Complete / Ongoing |
| 26 | 5.10 | Attract & Employ | GC HSCP resourcing strategy | Develop simplified onboarding model, reducing drop out 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>https://m.facebook.com/story.php?story_fbid=pfbid02KQmg9GhGfjQ32zQ2vcTFnhN1ZWZTMrgEa8kjahuXJeQFQCwTM6m1Uzkgej5MzpxDI&id=100070256135696</p> | Complete |

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| 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&D team provide ongoing mandatory and service specific training across the GC HSCP to meet registration and statutory requirements such as, Adult Support & 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 / Ongoing |
| 33 | 6.3 | Train | GC HSCP L&D capacity and capability | Ensure all HSCP staff have PDP / Career Development conversations. | ACO – HR | Oct 23 (to be reviewed) | 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 the HSCP. | Ongoing |
| 36 | 7 | Plan: Workforce Drivers | All GC HSCP | Recommence service reform activity on hold due to Covid 19. | SMT | Dec 22 | <p>Service reform activity continues post pandemic in order to improve and make services more efficient. Examples are:</p> <ul style="list-style-type: none"> • Business Administration Review • Health and Social Care Connect • Sign Language Interpreting Service • Reform of Older People’s Day Care Services • Review of Sign Language & Interpreting Service • Refresh of the Mental Health Strategy | 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 |

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| 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 | Dec 23 (to be reviewed) | <i>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.</i> | 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 | <p>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.</p> <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. A final evaluation 'Proof of Concept' report was presented to RTG/SEG in June 2023.</p> <p>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> | Complete |

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| 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 | Dec 23 (to be reviewed) | Reconfiguration of all mental health inpatient services including OPHM Services across NHSGG&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. Phase 1 Enhanced Care Home proposed staffing levels have been discussed but yet to be agreed. 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 | 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 23 (Revised to Dec 2024) | 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. | Ongoing |
| 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 23 (to be reviewed) | 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. | 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 are exploring an alternative model of service delivery. Currently scoping “in-reach” model whereby NHSGGC employed Phlebotomists will be placed within GP practices. | Complete / Ongoing |
| 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 23 | Action currently under review | Not complete |
| 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 / Ongoing |

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| 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 sub group 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 23 (to be revised) | 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 HSOP governance structures for discussion. | Ongoing |
| 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 (to be reviewed) | 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. | Ongoing |
| 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 186 cases have called at the new court. | Complete |

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| 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 |
| 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, CN, 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 |

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| 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 | Apr 23 | As of September 2023, a collective decision was made to cease the Alliance to End Homelessness Model. Preparation is underway to progress an independent learning review and consider transition arrangements and future implications. | Not complete |
| 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 23 (to be reviewed) | 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. | Ongoing |
| 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 (to be reviewed) | 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. | Ongoing |
| 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 |

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| 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 | Mar 23 | 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) | 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 |
| 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 |

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Workforce Plan 2022-2025
Action Plan – Year Two (To December 2024)

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 |
|-----|---------|--|--|--|---------------------------|------------------------|
| 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 24 |
| 19 | 5.7 | Attract & Employ | GC HSCP resourcing strategy | Implement a Modern Apprenticeship Scheme | ACO – HR | Mar 24 |
| 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 24 |
| 35 | 6.4 | Train | GC HSCP L&D capacity and capability | Improve leadership and management development offer across HSCP | Head of OD | Mar 24 |
| 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 |
| 82 | 8.5 | Plan: Service Specific Reform Activity | PP&CN – Justice Services | Review the Caledonian System Domestic Abuse Programme | ACO – PP&CN | Mar 24 |
| 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 |
| 88 | 8.6 | Plan: Service Specific Reform Activity | PP&CN – Homelessness & Asylum | Implement Rapid Rehousing Transition Plan | ACO – PP&CN | Mar 24 |
| 90 | 8.6 | Plan: Service Specific Reform Activity | PP&CN – Homelessness & Asylum | Implement Housing First | ACO – PP&CN | Mar 24 |
| 108 | 8.6 | Plan: Service Specific Reform Activity | PP&CN – ASP | Update ASP processes, guidance and training in light of revised ASP code of practice. | ACO – PP&CN | Jul 24 |
| 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 |
| 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 |
| 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 |
| 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 | Aug 24 |

Workforce Plan 2022-2025

Action Plan – Year Three (2025+)



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 |
|----|---------|--|--|---|--------------------------------|------------------------|
| 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 25 |
| 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 |
| 3 | 1.2.2 | Background | National Care Service | Prepare for the introduction of the National Care Service. | Chief Officer | Mar 25 |
| 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 25 |
| 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 25 |
| 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 25 |
| 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 |
| 29 | 5 | Attract & Employ | GC HSCP resourcing strategy | Reduce reliance on agency, bank, overtime to fill vacancies. | Heads of Service | Mar 25 |
| 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 25 |
| 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 25 |
| 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 |
| 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 25 |

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| No | WFP Ref | Pillar | Section / Theme | Action | Action Lead | Target Completion Date |
|----|---------|--|---|--|---------------------------------------|------------------------|
| 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 |
| 43 | 8.2 | Plan: Service Specific Reform Activity | Older People and Primary Care Services | Introduce Advanced Nurse Practitioners roles (ANPs). | Chief Nurse | Mar 25 |
| 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 |
| 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 25 |
| 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 |
| 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 |
| 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 |
| 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 |
| 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 |
| 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 |
| 63 | 8.4.2 | Plan: Service Specific Reform Activity | Adult Services – Mental Health Inpatients | Develop novel recruitment strategy to target DDiTs while in Core Training years. | ACO – Adults Services | Mar 27 |
| 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 |

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| 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 |
| 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 |
| 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 |
| 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 |
| 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 |
| 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 |
| 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 |
| 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 |
| 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 25 |
| 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 |
| 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 |
| 86 | 8.5 | Plan: Service Specific Reform Activity | Public Protection & Complex Needs – Justice Services | Implementation of Lived Experience Mentoring Service. | ACO – PP & CN | Mar 25 |
| 89 | 8.6 | Plan: Service Specific Reform Activity | Public Protection & Complex Needs – Homeless & Asylum | Implement Temporary Accommodate Strategy | ACO – PP & CN | Mar 27 |

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|-----|---------|--|---|---|-------------------------------------|------------------------|
| 107 | 8.7 | Plan: Service Specific Reform Activity | Children's Services | Progress the Children's Services Transformational Change Programme. | ACO – Children's Services | 2026 |
| 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 |
| 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 |
| 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 |
| 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 |
| 118 | 8.9 | Plan: Service Specific Reform Activity | Finance & Resources | Conclude the transformation of the Business Administration Structure. | Chief Officer – Finance & Resources | Mar 25 |