

# **Glasgow City Health & Social Care Partnership South Locality Plan 2017/18**

**April 2017**

<b>1. Introduction</b>	<b>4</b>
<b>2. HSCP Priorities</b>	<b>5</b>
<b>3. Community Engagement – Locality Engagement Forum</b>	<b>6</b>
<b>4. Performance information</b>	<b>7</b>
<b>5. Service priorities – Review of 2016/17 and aims for 2017/18</b>	<b>9</b>
<b>Primary care</b>	<b>9</b>
<b>Carers</b>	<b>12</b>
<b>Children &amp; families, and Criminal Justice services</b>	<b>13</b>
<b>Adult services including addiction, adult mental health &amp; learning disability</b>	<b>17</b>
<b>Older people’s services, including older people’s mental health services</b>	<b>22</b>
<b>Homelessness</b>	<b>29</b>
<b>6. Health Improvement and inequalities</b>	<b>34</b>
<b>7. Equalities</b>	<b>40</b>
<b>8. Resources</b>	<b>43</b>
<b>Accommodation</b>	<b>43</b>
<b>Human Resources</b>	<b>43</b>
<b>Finance</b>	<b>43</b>
<b>South Locality Budget by care group</b>	<b>44</b>

**FOREWORD**

This is the second Locality Plan for the South since the establishment of the Health and Social Care Partnership (HSCP) last year. The aim of the plan is to provide a review of the progress made in 2016/17 and to identify our priorities for 2017/18.

There are challenging times ahead both in financial terms and also in delivering improvements in our performance. As well as progressing ongoing work, within the plan you will see ambitious and exciting new projects which we plan to implement in the year ahead which will improve lives and to further reduce inequalities. This includes taking forward the South Locality element of the HSCP Equality Action Plan (revised March 2017) and a number of more detailed actions from care group planning at City and Locality levels

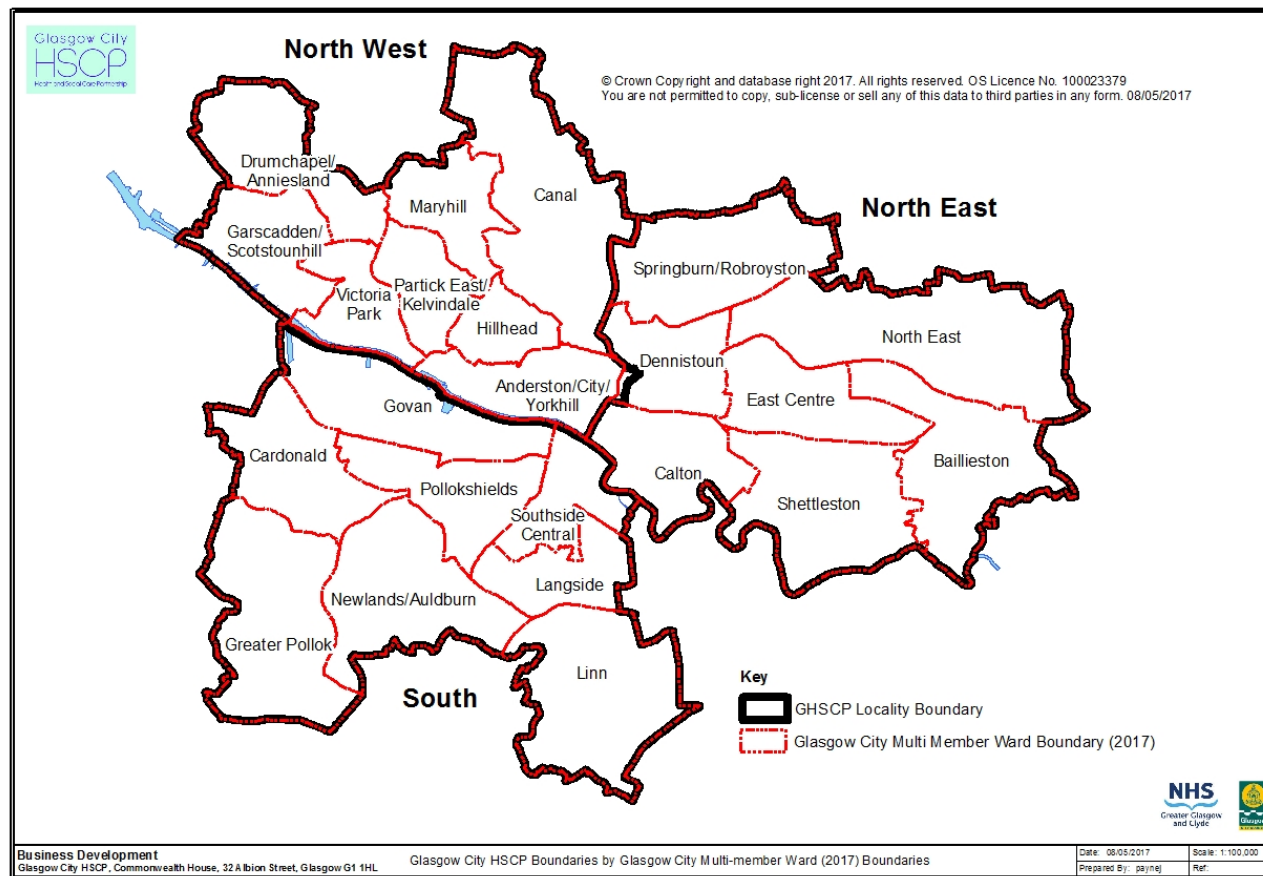
This plan for 2017/18 highlights the challenges we face in the South in taking forward this agenda, the key issues for users and carers, and the actions we are going to take over the course of the year to implement the HSCP's Strategic Plan and respond to local needs. We are keen to build on the first year of our status as an integrated organisation, working closely with our partners, local communities and organisations.

**David Walker**  
**Head of Operations South Locality**  
**Glasgow City HSCP**

# 1. INTRODUCTION

## Health & Social Care Partnership Strategic Plan 2016-19

Glasgow City Integration Joint Board (IJB) came into being in February 2016 and in March that year the Board endorsed a three year Strategic Plan for the period up to 2019 (see <https://www.glasgow.gov.uk/index.aspx?articleid=19044>). In that Plan the IJB set out its vision for health and social care services - that the City's people can flourish, with access to health and social care support when they need it. The IJB envisaged that this would be achieved by transforming health and social care services for better lives. This Locality Plan shows how we intend to implement that plan in the South of the City. The figure below shows the three localities in Glasgow, and the areas covered.



## **2. OUR KEY PRIORITIES**

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

- early intervention, prevention and harm reduction;
- providing greater self-determination and choice;
- shifting the balance of care;
- enabling independent living for longer; and,
- public protection

In the HSCP localities are an important part of our integration arrangements to improve the delivery of health and social care services for the people of Glasgow. We have agreed three localities in Glasgow as shown above. A key responsibility of localities is to produce a locality plan for the area they serve. This document is the locality plan for South Glasgow for 2017/18. In last year's plan we gave a profile of the locality and the services we provide. Similar plans are also available for the North East and the North West.

The purpose of this plan is to:

- show how we will implement the HSCP's Strategic Plan 2016-2019 in the South of the city, and what this will mean for service users, patients and local communities; and
- how we will respond to local needs and issues.

The plan is a one year plan covering the period April 2017 to March 2018. The plan is based on:

- what we know about health and social care needs and demands and any changes from the 2016/17 plan;
- our current performance against key targets;
- the key service priorities as defined in the HSCP's Strategic Plan, including health improvement and what we are doing to tackle inequalities; and,
- the resources we have available including staff and accommodation.

We will report later in the year on how we are doing in implementing the plan and identify further areas of improvement for next year's plan. If you have any comments on this plan, let us know.

### **3. COMMUNITY ENGAGEMENT – LOCALITY ENGAGEMENT FORUM**

Glasgow City Health and Social Care Partnership recently completed a consultation on how best to engage with people about health and social care issues. The consultation responses were extremely valuable and helped us to understand what we need to do to ensure we have the very best community engagement possible. In taking forward the strategy in South our model for future engagement and participation has three main strands, and local people, community groups and organisations will have an opportunity to get involved in a range of ways:

- a Locality Engagement Network as a wide network of groups, organisations and individuals who have an interest in health and social care;
- establish a Locality Engagement Forum to act as a hub for information, communication and participation and supported by the South Locality management team. The Forum will focus on key themes or issues in each care group; and,
- service based activity where we will work closely with patients and / or service users and carers on specific issues or topics.

Over the next few months we will:

- share the proposed engagement model widely with community groups, organisations and with staff groups and teams, and respond to any comments or concerns raised during discussions with groups;
- promote participation in the new Locality Engagement Network as a publish a regular bulletin for the LEN;
- host an information session on 28 April 2017 for those who have expressed an interest in being part of the Locality Engagement Forum where we will also discuss the key priorities in this plan;
- develop links with the public representatives on Integrated Joint Board, the IJB Public Engagement Committee and Strategic Planning Groups and other groups and organisations; and,
- arrange the first public session of the Locality Engagement Forum in June on the theme of older people's services. Further events are planned on children's services and adult services later in the year

To find out more about the Locality Engagement Forum please contact: Lisa Martin, Community Engagement Officer (South Locality), on 0141 427 8300.

**4. PERFORMANCE INFORMATION**

This section summaries our performance against key targets and indicators. There are a number where we need to make improvements in 2017/18 and these are included in the action plans that follow.

<b>Where We Are Performing Well</b>
Unscheduled Care - No. of patients over 65 classed as AWI breaching the 72 hour target.
Unscheduled care - Bed Days Lost to Delayed Discharge (Older People classed as AWI)
Older People - Open OT activities : % over one year
Older People - Contenance Service – Waiting Times
Older - people - Home Care: % Reviews
Older - People – Re-ablement: % requiring no further home care support following re-ablement
Primary care - Numbers on GP practice dementia registers
Prescribing Costs: Compliance with Formulary Preferred List
Prescribing Costs: Annualised cost per weighted list size
Carers - Number of Carers who have completed an Assessment during the quarter
Carers - Qualitative Evaluation Question: Improved your ability to support the person that you care for
Children’s - Access to specialist Child and Adolescent Mental Health Services (CAMHS) services – Waiting Times
Children’s - % of children looked after away from home [LAAC] with a Primary worker
Children’s - % of Service Users with an initiated recovery plan following assessment
Children’s- % of HPIs allocated
Children’s - % of looked after and accommodated children who have had a permanency review
Children’s - % of children looked after at home [LAC] with a primary worker
Criminal Justice - CPO: 3 month reviews held within timescale
Health Improvement - Smoking Quit Rates
Health Improvement - Breastfeeding: 6-8 weeks (exclusive)
Business Processes - % of elected member enquiries handled within 10 working days
Human Resources - % of NHS staff with standard induction training completed within deadline

<b>Where improvement is required</b>
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<b>Where improvement is required</b>
Older people - Number of people in supported living services
Older people - Intermediate Care : Average length of stay
Older people - % of Intermediate Care Users transferred home
Older people – Re-ablement: % receiving a service following referral
Older people - Intermediate Care : % Occupancy
Older people - Deaths in Acute Hospitals 65+ and 75+
Unscheduled care - Delayed discharge: No. of patients over 65 breaching the 72 hour target
Unscheduled care - Adults under 65 breaching the 72 hour target.
Unscheduled care - Adult Mental Health patients breaching the 72 hour target (Under and over 65 including AWI patients).
Children’s - Uptake of Ready to Learn assessments
Children’s - % of new SCRA reports submitted on time
Children’s - % of young care leavers in employment, education or training
Homelessness - % of live homeless applications over 6 months duration at end of quarter
Criminal Justice - % of Community Payback Order (CPO) work placements commenced within 7 days of sentence
Criminal Justice - % of Unpaid Work (UPW) requirements completed within timescale
Criminal Justice - % of CPOs with a Case Management Plan within 20 days
Health Improvement - Alcohol brief intervention delivery (ABI)
Human Resources - NHS Sickness absence rate
Human Resources - Social Work Sickness Absence Rate
Business Processes - SW Complaints - % handled within 15 days
Business Processes SW Complaints - % handled within 28 days

**SERVICE PRIORITIES – Review of 2016/17 and Targets for 2017/18**



**Primary Care**

Priority	Key Actions	Progress 2016/17	Target 2017/18
<p><b>Improving GP Premises</b> All GP surgery premises assessed as being compliant with agreed standards.</p>	<p>We will work with the GP practices concerned to agree plans for improvement.</p>	<p>Mount Florida Medical Practice upgrade complete. New premises being developed in Darnley for Arden practice.</p>	<p>All premises compliant with surgery standards.</p>
<p><b>New GP Contract</b> Taking forward the formation of GP clusters using a “bottom up” approach, and identifying GP Practice Quality Leads and GP Cluster Quality Leads.</p>	<p>Continued support and facilitation to agree GP clusters and quality leads</p>	<p>7 GP Clusters identified covering the South. 51 PQLs identified one for each GP practice and 7 CQLs identified one for each cluster</p>	<p>Clusters up and running with agreed quality programmes.</p>
	<p>Development sessions set up with CQLs and LET to have discussions about services in clusters and training and development for CQLs</p>	<p>First Development session on 24<sup>th</sup> Jan. Main message was this meeting should take place twice a year and CQLs are looking for training and development in service improvement</p>	<p>2<sup>nd</sup> session to be organised for Aug/Sept 2017  Training on service development to be sourced in 2017</p>
<p><b>Anticipatory Care Plans</b> Introduction of anticipatory care plans within GP practices to support management of patients at risk of admission.</p>	<p>Work with practices to support continual improvement of anticipatory care plans</p>	<p>All GP clusters have met as clusters. ACPs are a known priority for clusters and associated multi-disciplinary meetings.</p>	<p>Continue progression within Cluster discussions</p>
<p><b>Primary/Secondary Care Interface</b> Develop a local clinical interface between primary and secondary care to support the HSCP’s plans for unscheduled care and implementation of the Clinical Services Strategy.</p>	<p>Discuss with clinical leads, to further develop the interface</p>	<p>CD meets every two months with acute clinical leads Members of the GP committee informed that if there are any issue with Acute/Secondary Care they should approach the Clinical Director who can raise directly</p>	<p>Continue to monitor rates of new accident &amp; emergency attendances by GP referral to improve management of unscheduled care</p>
<p><b>Improved Healthy Life Expectancy for Men &amp; Women</b> Support the delivery and development of Community Orientated Primary Care within East Pollokshields.</p>	<p>COPC to be introduced in East Pollokshields by December 2016 Promote more social prescribing using Sole Riders, Walking Groups and Urban roots.</p>	<p>COPC is in place and the group consisting GPs, Sole Riders, Urban Roots and other voluntary org meet every 6 weeks often with a specific topic of concern such as diabetes.</p>	<p>To show improvement in the health of the population of East Pollokshields by encouraging more social prescribing.</p>

Priority	Key Actions	Progress 2016/17	Target 2017/18
<b>EU Care and Support to Govanhill GP Practices</b> Continue to support GPs in Govanhill, and other areas, in registering patients where there is a need for specific support such as interpreting services through agreed action plan	Continued discussion with GPs and others to address issues as they arise, and implement the agreed action plan	Govanhill Primary Care Action Plan in place. The action plan has supported the increase of Roma/Slovak interpreters available in Govanhill.	Delivery of action plan priorities including access to interpreting services
	Community Orientated Primary Care model established within Govanhill	COPC model established that incorporates all 3 GP Practices and wider stakeholders.	Agree key priorities for action in 2017/18
<b>Govan SHIP</b> The HSCP will continue to support this Scottish Government funded project which, in the context of deprivation and the Inverse Care Law, aims to shift demand in primary care using anticipatory and preventative approaches.	Continue Senior Management support to Govan SHIP project board.	Evidence of reduced A&E hospital attendance, GP demand with enhanced coordination of care in multi-morbidity patients and improved practitioner and patient satisfaction. Qualitative evaluation highlights the learning from collaborative / integrated working. Funding for 2017/18 now confirmed	Emphasis to be on consolidating the work and sharing the learning at national, Board, partnership, locality level with a view to scaling up / main-streaming.
<b>New Residential Care Unit</b> Building good links and communication with new unit Orchard Grove. Building similar links for Leithland.	Set up an operational group to look at opportunities to improve service delivery	Completed for Orchard Grove.	New unit at Leithland planned for 2017/18 where lessons learned from Orchard Grove will be put into practice
<b>Screening</b> We will work with GPs to improve screening uptake rates for cervical screening and bowel screening	Cervical and bowel screening sessions delivered within GP practices with low uptake by HI team	Reported in Practice Activity Reports. Raised at locality meetings and PLT	Further targeting to improve uptake during 2017/18
<b>Improving Access</b>	Promote greater use of Community Pharmacy Minor Ailment service	Community Pharmacy information leaflets developed. Leaflets to be translated in to the most popular languages in Govanhill	Leaflets developed Feb 2017 Translated into other languages May 2017

Priority	Key Actions	Progress 2016/17	Target 2017/18
	Optometrist as first point of contact for eye problems being promoted.	Poster being developed for all GP practices and pharmacies	To be distributed to all south GP practices and south pharmacies in May 2017
	Promote use of other services before accessing GP	Know Who to Turn To Posters being printed for south GP practices to be distributed to GP practices , pharmacies, Dentists and local libraries	Currently at printers. Distribution May 2017
<b>Support Sustainable General Practice</b>	Better use of all members of the primary care teams	Posters as above and also 2Making the most of your practice” leaflets which have been developed and translated into a number of languages	December 2016
<b>Prescribing</b> We will continue to work with Prescribers and local community Pharmacists to deliver the safe, cost effective patient centred use of medicines in Primary Care.	Delivery of Prescribing action plan in conjunction with GP Clusters, the prescribing forum and individual GP practices	As of end November 2016 Glasgow South shows a 0.06% underspend. Glasgow South continues to show overall progress with key prescribing indicators	Three core themes to be progressed in 2017/18 as part of South Prescribing Action Plan are: <ul style="list-style-type: none"> <li>• prescribing budget spend;</li> <li>• prescribing indicator improvement; and,</li> <li>• implementation of extended roles.</li> </ul>

**Carers**

Priority	Key Actions	Progress 2016/17	Target 2017/18
Continue to raise awareness of adult carers and promote the single point of access within the health and social care teams	<ul style="list-style-type: none"> <li>• Identification of new Carers</li> <li>• Training and awareness raising to staff</li> </ul>	Target: 300 adult carers per locality and 100 young carers. Training was delivered to all social work and voluntary sector staff.	To increase referrals from Primary Care. Report on 2016/17 targets available in May 2017 following Carers Strategic Planning Group. Targets to be set for 2017/18
Continue to identify and support young carers through a family based approach	<ul style="list-style-type: none"> <li>• Training around Young Carers</li> <li>• Links with Education partners</li> <li>• 300 new adult carers by March 2017</li> <li>• Asset and outcome based training to be delivered by September 2016</li> <li>• Staff training and awareness raising ongoing</li> </ul>	Outcome Star training has been delivered and this is now embedded within young carers assessment process Recruitment exercise for CIS Education worker	Family Based approaches training is being delivered in May 2017. Young Carers Education CIS worker is now in post and is working in partnership with Education Services to develop resources and promote Young Carers pathway and support services

Children & Families and Criminal Justice

Priority	Key Actions	Progress 2016/17	Target 2017/18
<b>Match local service delivery against agreed priorities</b>	Develop an understanding of the diverse needs of the population in the locality	We have developed a clear understanding of demand and capacity, including unmet need. This has led to the recognition that we require to radically develop family support resources in the South.	To make progress towards the delivery of the family support strategy and to reduce numbers awaiting allocation from the baseline year.
We will report on the success and uptake of Joint Support Team referrals and ensure we increase our HV referrals to these structures by of a minimum of 5%	Ongoing management of referrals and uptake of support	Recent investment in early intervention in the locality	Confirmed as a major priority for children’s services in GHSCP
Analysis of the gap between provided family support and estimates of anticipated need	Commission activity	Complete, distributed and debated at locality children’s services planning group	Progress required delivering on the commitments made in the GHSCP family support strategy, particular targets in the relation to this to be developed over the coming year.
	Alongside Centre of excellence for looked after children in Scotland we will through two teams look at easing the work pressure on children and family social workers and ensure we:	Significant progress made with this task, looking to roll out lessons from this exercise to other teams	Roll out during 2017/18
	<ul style="list-style-type: none"> <li>engage and influence the structural change process that will impact on Criminal Justice services from April 2017 by engaging in the planning associated with the shadow system.</li> </ul>	Contribution to discussions on the format of locality community justice arrangements	We will engage in the new community justice structures currently being refined in the city and influence ongoing service remodelling.
	<ul style="list-style-type: none"> <li>Community Planning engagement up to end March</li> </ul>	The number of unpaid work requirements completed within timescales for the South CJ	Maintenance of existing performance and further improvements.

Priority	Key Actions	Progress 2016/17	Target 2017/18
	2017 – new arrangements in place to manage criminal justice.	Team has steadily increased from 2015 to January 2017: from 47% to currently 69%.	
	<ul style="list-style-type: none"> <li>% of unpaid work requirements completed within timescale</li> </ul>	There will have been an impact on the number of orders completed successfully over the last 3 months due to the CSG strike at weekends	Maintenance of existing performance and further improvements.
<p><b>Focus on and develop service capacity particularly in relation to prevention and early support</b> Ensure education colleagues, adult services, mid-wives and health visitors are appropriately identifying children and families at risk.</p>	Roll out of named person policy procedures and process.	Implementation on this matter delayed by the named person judgement. Planning continues both locally and nationally	Scottish Government policy will dictate our response
Maximise opportunities for the children’s services planning structure to influence spend in the locality by improving engagement with partners internal and external to the HSCP including Community Planning, Education, the third sector, health promotion and addictions.	Locality planning structure	<p>Support provided around the framework of the Pupil Equity Fund to Head Teachers. Events with third sector providers and education colleagues.</p> <p>Directed investment in third sector services to support Joint Support Team in Govan SHIP and surrounding area.</p>	<p>Further support to review use of third sector investment through Pupil Equity Fund and impact on capacity and outcomes</p> <p>Review of impact of investment via Govan SHIP</p>
<p><b>Deliver services that are safe, efficient, effective and value for money</b> Deliver services within budget; identify areas of further efficiency and areas requiring development, investment or disinvestment with reference to the Quality Strategy.</p>	Attendance at city wide Children and families core management team. Connecting with city wide transformation projects. Ongoing review process and attention to management information	Work continues to meet the challenges and South’s contribution to this. Budget targets projected to be met South making significant contribution to this	Response to additional savings target

Priority	Key Actions	Progress 2016/17	Target 2017/18
Roll out the universal health visiting pathway	Engagement with central team ongoing training recruitment and supervision	Recruitment underway and progressing throughout 2017	Progress recruitment
Establish Locality Governance structures for Children and Families and Criminal Justice services that mirror city-wide for and connect to wider Health Board and Glasgow City Council arrangements.	Meeting to consider membership and establish terms of reference on 24 <sup>th</sup> April first meeting scheduled mid-May.	Complete	No further action required in 2017/18
Establish mechanisms for monitoring and reviewing performance against agreed KPIs and ensure mechanisms are present to address performance.	South to pilot Children and Families/CJ Key Performance indicators. Identify key supporting factors.	Function undertaken by locality children's service management team	Review of performance framework
Unpaid work orders	Increase the number of people on unpaid work orders getting into unpaid work within 7 days by 10%	South CJ Team from the end of 2015 to January 2017, the percentage of people getting into unpaid work within 7 days on all orders has remained mainly static around 64-65%. When interrogating the information on reasons why it has remained low and static, it has become clear that there are an increasing number of level 1 orders being made. These orders do not require a report from the social work department and therefore are not given a first appointment to attend at Fast Track, and go out on placement that day. A liaison meeting with Glasgow Sheriff Court is to be set up to see if this can have an impact on	Progress liaison with Glasgow Sheriff Court  Review progress of percentage of people getting into unpaid work within 7 days on all order. Aim to increase percentage.

<b>Priority</b>	<b>Key Actions</b>	<b>Progress 2016/17</b>	<b>Target 2017/18</b>
		this.	
Reduce the cost of high cost placements by 10% compared to last financial years	Implement new process for oversight	Achieved	Maintain existing achievement and progress further reduction of high cost placements.



**Adult Services including addictions, adult mental health and learning disability**

Priority	Key Actions	Progress 2016/17	Target 2017/18
<p><b>Focus on and develop service capacity particularly in relation to prevention and early intervention support</b> Implement the changes to Learning Disability Out of Hours Service in line with GG&amp;C strategy recommendations.</p>	<p>To be progressed through the learning disability planning group.</p>	<p>Implementation complete – CPN Out of Hours Service now proving this role.</p>	<p>Monitor and review changes to ensure adherence to strategy recommendations</p>
<p>Review adult mental health patient pathway between hospital and community with health and social work interventions to optimise admission and discharge planning, including improving delayed discharge performance for adult mental health and learning disability.</p>	<p>Review pathway at locality planning groups. Scrutiny of delayed discharges at operational management level on weekly basis</p>	<p>Review of pathway well progressed and reported to Adult Services Management Team. Work on delayed discharges ongoing - reviewed and reported through performance plan.</p>	<p>Completion and circulation of the completed pathway. Reduction in delayed discharges.</p>
<p>Complete a self-assessment against the Adult Mental Health Community Services Framework requirements for all community mental health services across South Glasgow.</p>	<p>All Community mental health services across the South will carry out a benchmarking exercise against the Mental Health Community Services Framework and identify action plans to achieve any unmet standards.</p>	<p>Self-assessment complete, action plan developed and well progressed.</p>	<p>To complete implementation of the local action plan by March 2018.</p>
<p>Review links between Primary care Mental Health Teams and Community Mental Health Teams with GP practices</p>	<p>Implementation through on-going monitoring and review</p>	<p>Initial review work has been via Govan SHIP project. Recent agreement to provide identified link CPNs to clusters.</p>	<p>To establish links with each GP cluster</p>
<p>Access to psychological therapies</p>	<p>Maintain psychological therapies 18 weeks performance, and</p>	<p>Unable to confirm current status as a result of the migration to</p>	<p>90% of patients to be seen within 18 weeks</p>

Priority	Key Actions	Progress 2016/17	Target 2017/18
	improve percentage of first referrals seen within 28 days.	EMIS.	
Implement new alcohol and drug access team arrangements in line with the geographical realignment of team locations across South Glasgow.	Implement through addictions management team arrangements	This will be concluded by April 2017	Review and evaluate new arrangements in the light of experience
<b>Deliver services that are safe, efficient, effective and value for money</b> Increase numbers of staff trained in adult support and protection and strengthen joint approach across health and social care staff.	Progress through adult services management team meetings.	Performance information on number of staff undertaking training in 2016/17 to be assessed	Continued programme to increase total number of health and social work staff trained
Implement the recommendations of the Community Addiction Team review across south Glasgow.	Implementation to be taken forward by addictions management team	Staged delivery of the review recommendation, Access and Shared Care will be concluded by April 2017.	Review and monitor implementation throughout 2017/18
Participate in the work of the Learning Disability Tier 4 redesign process.	To be taken forward by city-wide learning disability planning group.	Participation ongoing – work being led by North East, timescale for completion will extend.	Report on redesign to be completed by December 2017.
Consider options for learning disability day care provision for the South.	To be taken forward by city-wide learning disability planning group.	Work being led in North East Glasgow to review options.	Review options and contribute to preparation of business case as appropriate
Work with third sector care providers, Commissioning and Finance to meet the challenges of rising costs of social care particularly in 24 hour services.	To be processed through the adult services management team	Range of review work completed to date with further work to do beyond March 2017.	Report on progress to the adult services management team
<b>Planning for the Future</b> Ensure a shared understanding of the approach, process and inputs,	To be progressed through adult services management team meeting, locality planning groups	Regular item for discussion at Adult Services Management Team to ensure shared	Continue to review and monitor up take of direct payments and roll out of personalisation

Priority	Key Actions	Progress 2016/17	Target 2017/18
delivery and outcomes of the roll out of personalisation within adult services, including increased numbers taking support in form of direct payment.	and forums.	understanding. Numbers taking up direct payments to be assessed	
Develop a contingency response procedure for replacement care if a Provider exits the social care market – all care groups	To be processed through service modernisation and commissioning	Contingency planning continually re-freshed and updated as appropriate	Continue to monitor situation and take forward contingencies as appropriate.
<b>Recovery programme</b> Rebalanced relationship with alcohol and reduced drug use: Support the implementation of the Single Outcome Agreement for Alcohol and the Alcohol & Drug Partnership Strategy	Contribute to community recovery within South Locality and further develop & deliver South Locality 'Recovery with Rangers' and 'Recovery with the Citizens' programmes. Implementation of Single Outcome Agreement actions by March 2017	SOA recommendation continues to be delivered and updated, priority areas agreed as community participations, and registered social landlord. Recovery with Rangers now mainstreamed and key partner within South Recovery Network	Review and update SOA in light of progress in implementing current actions.
Roll out recovery training for all alcohol and drug service staff to ensure service is recovery orientated in line with review recommendations and ADP outcomes measures.	Roll out to be overseen by locality addictions group.	Completion of South Recovery Matters training will be concluded in time for the implementation of the South Alcohol and Drug Service launch in April 2017	Continue to review and monitor impact of training throughout the year
<b>Build mental wellbeing and resilience</b> Develop staff to extend programmes and increase capacity to deliver on the prevention and early intervention agenda for early years targeting interventions to the local BAME and vulnerable population's (NHWO 1,3,5,8)	Support staff who work directly with vulnerable families to include health improvement to their practice by providing training and support to staff working directly with BAME, homeless clients and families in supported accommodation.	Implementation of programmes ongoing	Review and report on impact in 2017/18

Priority	Key Actions	Progress 2016/17	Target 2017/18
<p><b>Improve mental wellbeing and resilience</b> Implement the recommendations in the Mental Health Framework</p>	<p>Delivery of community based stress service for adults and young people through the Lifelink Contracts.</p>	<p>Delivery on-going.</p>	<p>Report on impact of programmes in 2017/18</p>
	<p>Build capacity for Peer Mentoring approaches in the south through local Mental Health Support networks.</p>	<p>Completed by March 2017</p>	<p>Review and report on approaches in 2017/18</p>
	<p>Build capacity of staff and third sector organisations through the delivery of MH Training i.e. Seasons for Growth (young people specific, Assist, Safe Talk and Suicide Prevention.</p>	<p>Completed by March 2017</p>	<p>Review progress and identify next steps</p>
	<p>Consideration will be given to the potential for in depth training for our contracted third sector organisations engaging with patients who have severe and enduring mental health issues.</p>	<p>Undertaken by December 2016</p>	<p>Review outcome of activity and report on proposals for 2017/18</p>

Priority	Key Actions	Progress 2016/17	Target 2017/18
<p>Improve access to addiction treatment and care</p>	<ul style="list-style-type: none"> <li>• Introduce ‘Access Teams’ within existing alcohol and drugs community services to improve assessment and access to appropriate services.</li> <li>• A focus on more intensive, shorter-term interventions to maximise the opportunities for recovery.</li>   <li>• Establish presence of “lived experience” representation along with recovery hubs within Access Teams to support individuals not requiring/eligible for formal Care and Treatment provision.</li> <li>• Implement eligibility criteria consistently</li> <li>• Engage with service users and communities over proposals to locate all NHSGGC addiction inpatient beds and ‘Greater Glasgow’ NHS day services at Gartnavel Royal Hospital, with enhanced outreach provision.</li>   <li>• Development of community based Recovery Clinics</li> </ul>	<p>Access Team staffing agreed and formalised</p> <p>Achieved 90% of clients commencing alcohol or drug treatment within 3 weeks of referral</p> <p>In progress</p> <p>In progress Decision deferred on inpatient redesign pending availability of capital funding. <b>Implementation plans being developed for single day service at Gartnavel within existing accommodation.</b></p> <p>Recovery hub in pace</p>	<p>Access Teams to be operational by June 2017</p> <p>90% of clients commencing alcohol or drug treatment within 3 weeks of referral</p> <p>Recovery plans in place within 21 days of commencing treatment</p> <p>By September 2017</p> <p>Review September 2017 <b>Achieve day hospital redesign by September 2017</b></p> <p>Increase the numbers of people achieving abstinence based recovery from ORT</p>

**Older People, including older people’s mental health**

In addition to the information below, there is a more detailed Older People plan in development. This will be made available as a supplementary document during the summer of 2017

Priority	Key Actions	Progress 2016/17	Target 2017/18
<p><b>Putting in place the architecture of Integration</b></p> <p>Establish an Integrated Management Team for OPPC ensuring that there is appropriate time and exposure of all components within OPPC agenda including physical disability and long term conditions</p> <p>Establish Locality Planning for older people and physical disability services that links to Community Planning and HSCP strategic planning arrangements.</p>	<p>Set up and agree TORs for schedule of meetings and agree arrangements for cascade of information to and from all staff</p> <p>Implement the older peoples’ system of care</p>	<p>Integrated Management Team Established March 2017 - Completed</p> <p>Older People Locality Planning Group meeting four times by March 2017 with formal reviews of locality plan progress - Completed</p>	<p>Continue with older peoples service engagement events (2 or 3 times a year) involving OP teams and other agencies including housing and 3<sup>rd</sup> sector.</p> <p>Progress planning for integrated neighbourhood teams and implement through 2017/18</p>
<p>Establish Locality Governance structures for OPPC that connect to wider HSCP, Health Board and Glasgow City Council arrangements.</p>	<p>Ensure we have effective governance including for ASP, escalation of concerns, Datix reporting, complaints, outcomes of LMRs and Significant Clinical Incidents and audits. Encourage an increase in NHS input and presence at ASP meetings.</p>	<p>Confirm increased NHS input/ attendance at ASP meetings - Completed</p>	<p>Continue to review and evaluate to ensure effective governance arrangements in place.</p>
	<p>Develop training and awareness arrangements for NHS staff on ASP</p>	<p>Increase in referral numbers / AP1s from baseline by March 2017</p>	<p>Continue to work on wider understanding and awareness of Adult Support and Protection</p>
<p><b>Match local service delivery against agreed</b></p>	<p>Specific local actions to</p>	<p>Review of OP progress -</p>	<p>Improvements in areas</p>

Priority	Key Actions	Progress 2016/17	Target 2017/18
<p><b>priorities</b> Test our service provision against</p> <ul style="list-style-type: none"> <li>National priorities (e.g. the 9 Health and Wellbeing Outcomes and HEAT targets)</li> <li>Outcomes and key actions described in the HSCP Strategic Plan 2016-19 (Strategy Maps).</li> </ul>	<p>deliver these to feature on the agenda of the OPPC planning group and management group.</p> <p>Report on progress against agreed outcome measures/targets at the OPPC planning meetings and locality and HSCP management structures</p>	<p>through agreed action plan and performance measures against outcomes / HEAT.</p> <p>Continuous process and addressing areas of performance that fall below target</p>	<p>where required, including delayed discharges, unscheduled care attendance and admission</p> <p>Reporting via the locality planning group</p>
	<p>Increase the number of people who receive supported living services at home</p>	<p>Performance has been below target but this is probably a data recording issue that is being investigated.</p>	<p>Progress will be made towards the city wide target in 2017/18 including reviewing the collection of performance data</p>
	<p>In intermediate care increase the % of users transferred home</p>	<p>Performance was on target midway through 2016/17 but dropped towards the year end.</p>	<p>Work is underway to achieve the 30% target in 2017/18</p>
	<p>In re-ablement increase the % receiving a service following referral for home care</p>	<p>Performance dipped below the 75% target during 2016/17.</p>	<p>We will maintain the 75% target in 2017/18</p>
	<p>Delayed discharges improve the number of patients over 65 breaching the 72 hour target</p>	<p>Performance improved during the year but remains above target.</p>	<p>The target for 2017/18 is a maximum of 20 delays per month. Work is in hand to maintain improvement in South's performance in line with the city wide target</p>
	<p>Contribute to a reduction in the percentage of people aged 65+ and 75+ dying in acute hospitals</p>	<p>Performance has improved during 2016/17 and is on an upward trend.</p>	<p>Our expectation is that the 40% target will be achieved in 2017/18</p>
	<p><b>Focus on and develop service capacity particularly in relation to prevention and early</b></p>	<p>We will promote anticipatory care approaches throughout</p>	<p>ACP target under review as part of city wide approach</p>

Priority	Key Actions	Progress 2016/17	Target 2017/18
<p><b>support</b> Develop services that are in line with the National Clinical Strategy (2015) <a href="http://www.gov.scot/Resource/0049/00494144.pdf">http://www.gov.scot/Resource/0049/00494144.pdf</a> and the NHSGGC Clinical Services Review.</p>	<p>our services</p> <p>We will focus on the prevention of falls across our services</p>	<p>to anticipatory care</p> <p>Development of falls pathways and level one assessment tool for falls</p>	<p>will be a continuous stream of activity as new patients come onto caseloads etc. Plans to focus on care homes New target to be set for 2017/18</p> <p>Develop and implement the level 2 assessment tool for falls.</p> <p>Target residential and nursing care homes to support them to reduce falls and develop a means of measuring changes.</p>
	<p>We will support early discharge from hospital, contributing to the ongoing development of Intermediate Care and the accommodation based strategy</p>	<p>Intermediate care units have been established in south and are supported via community rehab teams</p> <p>Occupancy levels dropped below the 90% target in 2016/17. Average length of stay has been well below target throughout 2016/17.</p>	<p>Support the various aspects of the accommodation based strategy and supported living across south. Work is underway to maintain the 90% occupancy target for 2017/18The LOS target is 30 days. Work is underway to improve performance.</p>
	<p>Develop, test and evaluate effectiveness of level one and two falls assessment tools</p>	<p>Delivery of outputs from the fall project. Falls referrals to pharmacy increased. Level one falls tool tested and implemented.</p>	<p>Review activity against 2015/16 baseline and agree targets for 2017/18.</p>
<p>Support residential and care homes to have easy and appropriate access to primary care services</p>	<p>Develop a co-ordinated approach to District Nursing</p>	<p>Delivery of agreed process for care homes re access</p>	<p>Level 2 falls form to be implemented New home</p>



Priority	Key Actions	Progress 2016/17	Target 2017/18
and routes for escalation - Focus on reducing the number of hospital admissions from care homes	and treatment room services for residential care homes population	to DN & Treatment Room - Established	(Leithland) opening in 2017/18  Detailed work on interventions and training to be commenced to reduce unplanned admissions (following agreement with acute colleagues)
Implement the Dementia Strategy locally	Work with Acute and care homes re admissions and support provided to Care Homes	Reduction in number of care home admissions – Initial data collection completed	Agree roll out across Glasgow
Deliver on early intervention and person centred approaches to care for those with a mental health diagnosis	Disseminate information re 8 pillars pilot and contribute to evaluation	Numbers of staff trained / given information – 8 Pillars evaluation complete	All staff to be trained in person centred approach.
	We will raise awareness and understanding of dementia amongst our staff and the general public and to promote timely access to dementia diagnosis	Information on Dementia Strategy shared via South Locality Engagement Network (300 contacts) / newsletters x 3 / specific Twitter activity around dementia Public event on Older People and Primary Care Services featuring input on Dementia Strategy (Spring 2017)	Completed More general awareness sessions to be arranged  Continued implementation of dementia strategy through 2017/18
	We will evaluate the outcomes of the '8 Pillars' approach, centred on a	Review agreed performance targets / progress at OP planning	Review performance in 2016/17 and set targets for 2017/18

Priority	Key Actions	Progress 2016/17	Target 2017/18
	Dementia Practice Co-ordinator role and implement good practise across all services.	Group	
	Progress a consistent model of Dementia Post Diagnosis support and progress to tender and implementation. Continue to monitor and review waiting times	Delivery of agreed measures for waiting times through dashboard measures - PDS support out to tender. Additional posts in place to address waiting list	Deliver action plan and targets. Monitor Altsheimers contract to provide PDS to all patients with a dementia diagnosis
	CMHT Framework to be implemented  Continue to develop the quality of environment to meet the needs of people with dementia in hospital settings in accordance with the 10 Point National Action Plan described in the National Dementia Strategy,	CMHT Operational Framework implementation by Mar 2017 -Benchmark and action plan complete  Delivery of agreed environment targets for March 2017 - Meeting agreed targets within CMHT	Action plan to be completed  Further development as part of National Dementia Demonstrator site. Completion of action plan. Benchmark and evaluate performance data.
	Glasgow City Dementia Strategy and Integrated Dementia Services Framework for Residential and Day care services and with Commitment 11 of the Strategy.	Commitment 11 action plan complete	Develop and agree actions to continue to meet targets across CMHT and In Patient settings
	Deliver access to Psychological Therapies in accordance with the HEAT target.	Performance data not currently available as new system being introduced.	905 of referrals to be seen within 18 weeks

Priority	Key Actions	Progress 2016/17	Target 2017/18
<p>Continue to lead and implement on the polypharmacy / mindful prescribing agenda to ensure safe, effective and patient centred use of medicines in OP as per South Sector Prescribing action plan</p>	<p>Reshape current prescribing support team commitment to focus on polypharmacy reviews</p>	<p>Prescribing support reviewed and changes implemented by March 2017</p>	<p>Delivery of Prescribing Action Plan 2017/18 aiming for continual improvement in the use of medicines in a patient centred, clinically effective and cost effective way, with a focus on older people.</p>
<p><b>Deliver services that are safe, efficient, effective and value for money</b>            Deliver services within budget; identify areas of further efficiency and areas requiring development, investment or disinvestment with reference to the Quality Strategy.</p> <p>Establish mechanisms for monitoring and reviewing performance against agreed KPIs across health and social care</p>	<p>Ensure close budget monitoring to address any financial challenges</p> <p>Included on the agenda of the OPPC planning group and Management Team agenda quarterly</p>	<p>Budget targets – savings or achieving balanced budget at specific service level - Continues</p> <p>Agreed performance monitoring framework by March 2017 for locality - Completed</p>	<p>Continue to review budget to achieve a balanced position at the year end.</p> <p>Continue to monitor performance against targets and take corrective action as appropriate</p>
<p><b>Planning for the Future</b>            Ensure that staff within OPPC are well informed about policy, strategy and emerging issues and are given opportunities to contribute to contribute to the shape of future services</p>	<p>Locality events being planned May/June and autumn 2016</p> <p>Organise shared learning events, briefings and developmental opportunities throughout the year</p> <p>Consider other models of service including for treatment room provision as part of the city wide review</p>	<p>Two events held and more planned</p> <p>Completed by April 2017</p>	<p>Engagement event with the Locality Engagement Forum planned for June.</p> <p>Further opportunities to be arranged throughout the year.</p>



Homelessness

Priority	Key Actions	Progress 2016/17	Target 2017/18
<p><b>Putting in place the architecture of Integration</b> Embed the community homeless service in the locality</p>	<ul style="list-style-type: none"> <li>• Work to improve the interface with all care groups. Provide shadowing opportunities for staff and Community Homeless Team Managers to attend Management Meetings for all care groups.</li> <li>• Increase access to preventive services</li> <li>• Undertake a review of the Housing Options approach. Monitor the number of referrals and the outcome of these referrals to preventative services, welfare rights and mediation. Review outcomes for Service users that are dealt with through a Housing Options Approach, measure repeat homelessness. All information is recorded on I world.</li> </ul>	<ul style="list-style-type: none"> <li>• Plans to attend management meetings for all care groups by summer 2017</li> <li>• shadowing opportunities between CHT and RSL staff undertaken</li> <li>• Engagement with health and social care partners and RSLs to prevent homelessness using a Housing Options approach.</li> <li>• Outcomes for service users and level of repeat homelessness being investigated</li> <li>• Integration has led to improved work between care groups to prevent homelessness, particularly addictions and mental health</li> </ul>	<ul style="list-style-type: none"> <li>• By August 2017</li> <li>• Continuing into 2017/18</li> <li>• Review of housing options ongoing</li> <li>• Report on outcomes in September 2017</li> </ul>
<p><b>Match local service delivery against agreed priorities</b> Homelessness prevention mediation service Improve provision for those leaving prison We are introducing this to the Prison Casework Team, this is a service that is currently available through housing options.</p>	<ul style="list-style-type: none"> <li>• Monitor implementation</li> <li>• Examine ways of reducing homelessness on leaving prison. Work with SPS to monitor and collate appropriate information to measure outcomes. Prison Casework Team to work more closely with Community Homeless</li> </ul>	<p>Monitoring underway</p> <p>Prison homeless team are now dealing with all registered sex offenders</p> <p>Workers from the prison homeless team now cover duty in the South to improve working relationships</p>	<p>Review and report on implementation in 2017/18, identifying key issues that need addressed</p>

Priority	Key Actions	Progress 2016/17	Target 2017/18
	<p>Teams to improve the service provided for prisoners on release.</p> <ul style="list-style-type: none"> <li>• Continue to reduce the length of time that service users spend in bed and breakfast accommodation. Monitored weekly through B and B monitor meeting.</li> <li>• Aim to resettle people as quickly as possible following a period of homelessness</li> </ul>	<p>CHT staff dedicated to resettling people/families and working with Local Letting Communities to secure permanent lets</p>	<p>24 people/families per week</p>
<p>Improve the quality of accommodation available to homeless service users.</p>	<ul style="list-style-type: none"> <li>• Agree a new service user involvement framework to ensure service users views are fed into planning and service delivery</li> <li>• Ensure services to refugees continue to be effective</li> </ul>	<p>A service user engagement session was held</p> <p>CHT will continue to get smarter at gathering service user views to inform service delivery</p>	<p>Further Service User review and engagement planned during 2017/18</p>
<p>Improve our arrangements for service user involvement</p>	<ul style="list-style-type: none"> <li>• Continue to ensure access to cost effective interpreting services</li> <li>• Carry out annual survey on access to health and social care services</li> </ul>	<p>Services accessed as required</p> <p>Completed and submitted to South Executive Group</p>	<p>Update report as appropriate in 2017/18 including survey findings</p>
<p>Support the development of services to refugees and new communities</p>	<ul style="list-style-type: none"> <li>• Ensure staff have access to up to date guidance for homeless applicants with no recourse to public funds</li> <li>• Community Homeless Team to work closely with Children and</li> </ul>		<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

Priority	Key Actions	Progress 2016/17	Target 2017/18
	<p>Families Roma Team to support Roma families to secure appropriate accommodation to meet their needs</p> <ul style="list-style-type: none"> <li>• Continue to examine opportunities to develop access to private rented sector.</li> </ul>		
<p><b>Focus on and develop service capacity particularly in relation to prevention and early support</b> Strengthen the focus on homelessness prevention</p> <p>Mitigate the effects of welfare reform</p>	<ul style="list-style-type: none"> <li>• Continue to support the Housing Options approach, work closely with the Registered Social Landlords to prevent homelessness.</li> <li>• Attempt to improve links with the private rented service in conjunction with DRS to improve private rented accommodation. (This is connected to the above in relation to this is the approach that the Scottish Government are guiding us to use)</li> <li>• Improve joint work with law centres</li> <li>• Support delivery of the single outcome agreement Housing and Homelessness work stream</li> <li>• Continue to monitor the impact of welfare reform</li> <li>• Continue to ensure staff can signpost</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Options now implemented in 16 sites in the South.</li> <li>• All sites have named contacts in every care group to help with tenancy sustainment</li> <li>• HSCP to help maintain the Housing Options approach and update named contacts</li> <li>• Health and Homeless Lead acts as a single point of contact to Housing Options' sites for access to HSCP and other services</li> </ul>	<p>Additional Housing Option Site to commence mid-2017.</p> <p>Review and update</p> <p>Continue to develop housing options approach</p>
<p><b>Deliver services that are safe, efficient, effective and value for</b></p>	<ul style="list-style-type: none"> <li>• Work with housing associations to ensure</li> </ul>	<p>The new homelessness housing support tender has been awarded</p>	<p>Build links with Turning Point during 2017/18</p>

Priority	Key Actions	Progress 2016/17	Target 2017/18
<p><b>money</b> Strengthen tenancy sustainment activity</p> <p>Improve outcomes for multiply excluded homeless service users Ensure effective service pathways for vulnerable people</p>	<p>effective referral pathways to all HSCP and other services</p> <ul style="list-style-type: none"> <li>• Develop innovative approaches to accessing housing support services</li> <li>• Improve access to homeless prevention services to tenants in private rented sector</li> <li>• Review and develop pathways for vulnerable adults and children</li> </ul>	<p>to Turning Point Scotland for South Glasgow. The tender will allow for some prevention of homelessness work</p>	
<p><b>Planning for the future</b> Ensure commissioned services continue to be strategically relevant, meet the needs of service users and the wider community. Access to employment, health and education</p>	<ul style="list-style-type: none"> <li>• Work with GCC Commissioning Team on a review of commissioned services, including housing support and Bed and Breakfast accommodation.</li> </ul>	<p>Close links established with the commissioning team</p>	<p>Continue to work closely with the commissioning team</p>
<p>Support implementation of self-directed support</p>	<ul style="list-style-type: none"> <li>• Improve homelessness service links with Bridging Service</li> <li>• Monitor progress of the self-directed support pilot</li> </ul>	<p>Close links established with the bridging service</p>	<p>Report on pilot during 2017/18</p>



6. Health Improvement and Inequalities

Priority	Key Actions	Progress 2016/17	Target 2017/18
<p><b>Less difference in healthy life expectancy between neighbourhoods and groups</b></p> <p><b>Thriving Places:</b> Contribute to the development of a place based approach to community capacity building and neighbourhood regeneration through partnership working in Gorbals, Priesthill/Househillwood and Govan.</p>	<p>Actively support the Gorbals Regeneration Group develop the Thriving Places agenda, including the development of a communications strategy</p> <p>A number of community engagement ‘creating conversations’ activities undertaken with local communities in Gorbals and Priesthill/Househillwood thriving places.</p> <p>Support the selection process to ensure the appointment of anchor organisation for Priesthill/ Househillwood.</p> <p>Resources allocated to appoint a Community Connector to the anchor organisation in Priesthill/Househillwood.</p> <p>Continue to work with partners to develop the Thriving Places approach in Govan.</p> <p>Support the wider community planning agenda</p>	<p>130 local people involved in numerous community engagement activities / events undertaken in Gorbals, including a series of pop up community engagement consultations in key locations including the community garden spaces and Gorbals Art Strategy.</p> <p>Anchor organisation appointed</p> <p>Development of neighbourhood forum, in Priesthill/ Househillwood, task group and thematic groups to progress Thriving Places agenda.</p> <p>Steering Group established and discussion progressing on appointment of anchor organisation.</p>	<p>Continue to support Gorbals community events and promote engagement activities for all ages / groups</p> <p>Development of communication strategy including approach to community budgeting in PH/HW.</p> <p>Approach to Thriving Places in Govan and delivery of priorities with partners as per Locality Outcome Plan. Appointment of the local Anchor Organisation and Community Co-ordinators</p>

Priority	Key Actions	Progress 2016/17	Target 2017/18
	and requirements for the development and delivery of Local Outcome Plans.		<p>Post.</p> <p>Support the development and implementation of priorities agreed for community Planning in new Locality outcome Plans for the Thriving places Inc. Govanhill.</p>
<p><b>Govanhill Neighbourhood:</b> Responding to the diverse needs of Govanhill community</p>	<p>Recruitment of additional peer educators for Roma Peer Education Programme and implementation of capacity building programme for peer educators.</p>	<p>Cohort 2 (phase 2) of Peer Educators trained (8 in total) and delivering Peer Education sessions locally (5 sessions with 24 peers in attendance). Peer Educators delivering sessions on an ongoing basis (from both cohorts 1 &amp; 2).</p> <p>Cohort 3 – currently recruiting for cohort 3 which commences end of January 2017.</p> <p>Peer Educators from cohort 2 will assist in training of Peer Educators within cohort 3.</p> <p>Partnership with Daisy Chain to target Roma community with oral/health improvement intervention Training adapted/ modified to reflect on key issues emerging i.e. immunisation uptake</p> <p>Staff input to Govanhill ESOL classes around specific health themes.</p>	<p>Continue supporting Peer Educators to deliver Peer sessions.</p> <p>Develop further role of Peer Educators and their links to other activities/programmes locally.</p> <p>Meetings set up between HI OHD and local HVTL to explore other OH input/interventions.</p>

Priority	Key Actions	Progress 2016/17	Target 2017/18
<p><b>Reduced exposure and use of tobacco Smoke:</b> Support the Implementation of the Glasgow Tobacco strategy</p>	<p>Target our smoke free services to patients in SIMD 1 &amp; 2 to ensure new HEAT Target is reached.</p>	<p>Continued development of work in 4 targeted areas of high deprivation.</p> <p>Using data available new services are being taken forward in partnership with several pharmacies in Castlemilk and Pollok areas.</p> <p>Extra marketing and work with primary care, pharmacies, health professionals and third sector organisations are supporting clinics in Govan and Gorbals areas with the aim of providing the highest quality service to more of the population living in these areas.</p> <p>Targeted work with BME groups in Govanhill, and local community mental health support organisations is ongoing. Extra marketing and resources have been made available, and local health professionals and third sector organisations are being visited and offered information and training.</p>	<p>&lt;15% women smoking during pregnancy (&lt;20% in most deprived quintile)</p> <p>Target for 2017/18 to be agreed</p>
<p><b>Rebalanced relationship with alcohol and reduced drug use:</b> Support the implementation of the Single Outcome Agreement for Alcohol and the Alcohol &amp; Drug Partnership Strategy</p>	<p>Train local partners in Alcohol Brief Intervention.</p> <p>Increase the number of people participating in 'Recovery with Rangers' and other recovery programmes.</p>	<p>ABI training delivered across sector Inc. selected New Gorbals Housing Association staff</p> <p>32 people involved in Recovery with Rangers Citizens' programme over 2 courses and deliver positive outcomes</p> <p>Two Community Alcohol Campaigns in Govan and Ibrox delivered</p> <p>Ripple Effect baseline completed and</p>	<p>ABI training available to local partners.</p> <p>RwR will target 32 local people and aim to link with other sectors to scope out feasibility to roll out programme.</p> <p>Community Alcohol Campaigns and Ripple Effect</p>

Priority	Key Actions	Progress 2016/17	Target 2017/18
		reports produced	to be merged into a joint local working group
<b>Reduce Poverty and Build Aspirations</b> Deliver financial inclusion services including income maximisation, financial capability and debt management.	Increased referrals to financial inclusion services.  Peer support group established.	Service continued in 2016/17. Service demand continued to increase.  Peer Support and Advocacy Project for isolated patients experiencing financial difficulty and sanctions / risk of sanctions operated successfully with collaboration from Govan HA	Resources secured to deliver the service in 2017/18.  The service will continue in 2017/18. Resources to sustain the project beyond 2017 being sought.
Employability	Deliver employability services through the Bridging Service.	209 people accessed Bridging Service in quarter 1 & 2. (Figures for full year not available yet).  Management of the Bridging Service now sits with Momentum.	Continue to promote the service with Primary Care and Adult Services including criminal justice to increase referral rates.
Deliver actions to address poverty including food poverty and the stigma of living in poverty for our patients and communities.	Deliver food and nutrition programmes.	8 food and nutrition programme delivered in 2016/17.  Investigation of the Food Insecurity Scale explored in 2016/17.	We will work collaboratively with all sectors to explore food insecurity and promote a range of health improvement programmes to address issue of food poverty e.g. update of school meals, cost of the school day and deliver 8 nutrition programmes across communities.
<b>Creating a Culture For health in the city (alcohol drugs smoking and obesity)</b> Promote breast feeding and healthy early years (NHWO 1,2,3,5,7,9)	UNICEF baby accreditation awarded.	Reaccredited by UNICEF in 08/2017. Work programme and regular audit delivered. Baby café/Breast feeding group delivered in Govanhill  25 Weaning Fayres run in local	Continue with UNICEF prescribed programme Welcome award and BFFN to be targeted in localities with lowest breastfeeding rates and highest BME communities.

Priority	Key Actions	Progress 2016/17	Target 2017/18
	<p>Number of programmes/ local residents involved in BME early years programmes.</p> <p>Continue to support the Child healthy Weight programme.</p>	<p>community areas                      HI Programmes delivered in all participating EYE.                      Family support provided in local communities by 3<sup>rd</sup> sector organisations.</p> <p>Daisy Chain pilot programme to improve the oral health of local children particularly Roma and the baby Café to increase uptake of breastfeeding.</p>	<p>Continue to deliver 25 Weaning Fayres in local communities.                      Explore the use of technology to deliver HI programmes more efficiently                      Continue to deliver family support programmes with 3<sup>rd</sup> sector partners (investment required)</p> <p>Delivery Child Healthy Weight programmes in Govan and Priesthill/ Househillwood.</p>

**7. PROMOTING EQUALITY**

The South Locality will contribute to the delivery and actions and priorities set out within Glasgow City HSCP’s Equality Plan 2016-18. Key actions and priorities for the South include:

- roll out of ‘ Checking It Out’ Toolkit across services;

- staff awareness raising sessions to improve uptake and referrals to interpreting services and use of accessible information for patients;
- maintaining accessibility audits and Equality Impact Assessments for new buildings;
- participation in Equality Impact Assessments of cost savings, service redesigns, service developments and policies;
- hate crime awareness and reporting;
- routine enquiry money worries, gender based violence (GBV), employability and appropriate onward referral;
- participation in age discrimination audits as required;
- responding to findings of the Fairer NHS staff survey alongside staff training priorities (Asylum seekers & Refugees, Poverty e-learning module, key care groups including Roma and GBV);
- meeting the requirements of the HSCP's participation and engagement strategy including equalities monitoring of community engagement;
- analysing performance monitoring and patient experience by protected characteristics as required; and,
- provision of a programme of equality and diversity training for South staff and local organisations.

Gender Based Violence

Priority	Key Actions	Progress 2016/17	Target 2017/18
<p><b>Putting in place the architecture of Integration</b> Embed the work of the South GBV Implementation Group in the locality</p>	<p>Improve liaison with HSCP care groups</p>	<ul style="list-style-type: none"> <li>• GBV features in Locality Plan</li> <li>• HSCP staff offered multi-agency GBV training</li> <li>• HSCP care groups represented on GBV Implementation Group</li> </ul>	<p>Training to continue in 2017/18</p>
<p><b>Match local service delivery against agreed priorities</b> Concentrate effort in 'hot spots'</p>	<p>Work with partners such as the Police to target activity where required</p>	<ul style="list-style-type: none"> <li>• Daisy Project covers whole of the South</li> <li>• Police are members of the GBV Implementation Group and its sub-groups</li> <li>• 16 Days activities targeted in Govan hotspot</li> </ul>	<p>December 2017</p>
<p><b>Focus on and develop service capacity particularly in relation to prevention and early support</b> Promote attendance at multi-agency, multi-disciplinary awareness raising training</p>	<ul style="list-style-type: none"> <li>• Early notification of dates</li> <li>• Wide communication of objectives and benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Training timetable shared with HSCP staff and partner organisations</li> <li>• Tailored sessions delivered to housing staff</li> <li>• 4 lunchtime drop-in sessions for HSCP and acute sector staff held during 16 days</li> </ul>	<p>Further training opportunities to be offered in 2017/18</p>
<p><b>Deliver services that are safe, efficient, effective and value for money</b></p>	<ul style="list-style-type: none"> <li>• Advertise availability of local and city-wide services</li> <li>• Annual diary of events, particularly 16 Days of Action</li> <li>• Continue to deliver annual programme with £6k IGF and 'in kind' input</li> <li>• Locality staff continue to participate in MARAC</li> </ul>	<ul style="list-style-type: none"> <li>• Women Where to Go leaflet shared widely during 16 Days of Action</li> <li>• GBV stall at Mental Health Awareness community session</li> <li>• Full 16 Days' programme delivered in 2016</li> <li>• Locality staff took part in the review of MARAC and participate</li> </ul>	<p>Ongoing</p> <p>December 2017</p> <p>Programme to be delivered in 2017</p>
<p><b>Planning for the future</b></p>	<ul style="list-style-type: none"> <li>• Ensure services in the South are strategically relevant</li> <li>• Work with Community Planning Partners</li> </ul>	<ul style="list-style-type: none"> <li>• GBV Implementation Group has an overview and links into the GVAWP for a city-wide view</li> <li>• Hotspots and equity of service discussed with Community Planning</li> </ul>	<p>Ongoing</p>

Priority	Key Actions	Progress 2016/17	Target 2017/18
		partners <ul style="list-style-type: none"> <li>• Inequity in specialist Police services across the South for historic reasons but would require funding to address</li> <li>• Generic Police services across South take GBV seriously and will address it</li> </ul>	



## **8. RESOURCES**

### **Accommodation**

Services are delivered across a wide range of locations in the South locality. Our vision is that we will focus our health and social care services around our four main centres in Gorbals, Castlemilk, Govan and Pollok supported by other smaller centres across the south. We will take forward a programme to improve our accommodation and support the delivery of integrated health and social care services to the people of South Glasgow. We have begun a major project to assess the scope for increasing clinical space, making better use of our non-clinical areas through the introduction of agile working, and improving facilities for staff and patients.

Work has commenced on a new health and care centre in the Gorbals to replace the existing Gorbals Health Centre, the Two Max building and the South Bank Centre for Specialist Children's services. This is due to be operational in autumn 2018. We will also begin during 2017/18 to make significant moves in Rowanpark so that this becomes a hub for children's and families services serving the South West, and remodel Govan health centre and Elder Park Clinic as one of four bases in the South for our new integrated teams for older people. We are currently assessing space in both Castlemilk health centre and Castlemilk social work office to better support integration. During 2017/18 we will also be exploring options for a new HQ.

### **Human Resources**

We have a total of 1,858 staff working in the South – 1,353 NHS staff and 505 social work staff. We have undertaken a programme of staff engagement to raise awareness about integration and what it means for staff and teams, and the challenges facing the HSCP. Each care group has also undertaken staff engagement sessions to explore specific issues of relevance to them. Supporting staff through training and other personal development opportunities will be a priority for us going forward. We are also conscious of the current sickness absence rates for NHS and social work staff, are currently above target.

### **Finance**

The budget for the locality in terms of net expenditure in 2017/18 is set at £232.7m as shown below by care group.

South Locality Budget by care group 2017/18

<b>GCHSCP - South</b>	<b>2017/18</b>
	£
Children and Families	14,625,900
Prisons Healthcare and Criminal Justice	2,375,900
Older People	36,159,500
Addictions	3,700,900
Carers	570,800
Elderly Mental Health	8,551,000
Learning Disability	19,773,700
Physical Disability	5,067,100
Mental Health	27,488,400
Homelessness	1,178,900
Prescribing	47,517,500
Family Health Services	59,339,800
Hosted Services	0
Other Services	6,433,700
<b>Total</b>	<b>232,783,100</b>