



Social Work Services / Glasgow City Health and Social Care Partnership ASPIR 2018

Introduction

The Social Work Services Annual Service Plan and Improvement Report (ASPIR) 2018 - 2019 is the ninth report to be produced by the service, and the third ASPIR since responsibility for the strategic planning and performance of social care services in Glasgow, along with a range of community health services previously under control of NHS Greater Glasgow and Clyde, transferred from the Council and Health Board, to the Glasgow City Integration Joint Board (IJB). Services are delivered operationally through the Glasgow City Health and Social Care Partnership (HSCP).

ASPIR's are intended to reflect upon progress and set out future plans in respect to delivery of the new Council Strategic Plan, the new city Community Plan, and the key operational priorities of the service. Given the strategic arrangements in place for health and social care, this ASPIR must be read within the context of health and social care integration, and the contribution being made across social care and health services.

This ASPIR sets out for 2018/19 how the Glasgow City Integration Joint Board and Health and Social Care Partnership will:

- Support the Council to deliver its strategic priorities set out in the Council Strategic Plan and Community Plan;
- Deliver local operational priorities;
- Demonstrate Best Value and ensure that it provides value for money (VfM) through the use of benchmarking or other external service comparison exercises;
- Describe progress in implementing priorities identified through self-assessment (e.g. internal practice audit), external audit and inspection or equality impact assessments (EQIAs).

Section 1 – Resources and Organisation

i) Service Overview

The way in which health and social care services are delivered across Scotland changed as a result of the [Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#), which requires Local Authorities and Health Boards to work together to jointly plan and deliver adult social care and community health services. In responding to the Act, Glasgow City Council and NHS Greater Glasgow and Clyde agreed to integrate children and families, criminal justice and homelessness services, as well as those functions required by the Act, delegating these to the Integration Joint Board (IJB). The IJB is a distinct legal entity created by Scottish Ministers which became operational in February 2016. It is responsible for the strategic planning and monitoring of a wide range of health and social care services in the city and has agreed that these will be delivered as the Health and Social Care Partnership (HSCP). These services include the following:

- School nursing and health visiting services
- Social care services for adults and older people
- Carers support services
- Social care services provided to children and families
- Homelessness services
- Criminal justice services
- Palliative care services
- District nursing services
- Services provided by allied health professionals
- Dental services
- Primary care medical services (including out of hours)
- Ophthalmic services
- Pharmaceutical services
- Sexual health services
- Mental health services
- Alcohol and drug services
- Services to promote public health and improvement
- Strategic planning for accident and emergency services in a hospital; and
- Strategic planning for inpatient hospital services relating to general medicine, geriatric medicine, rehabilitation medicine, and respiratory medicine.

ii) Staffing

As at April 2018, Social Work Services had a workforce of 3,602 Whole Time Equivalent (WTE). In addition, within Glasgow HSCP there are 4078 3,863 WTE employed by NHS Greater Glasgow and Clyde. The majority of our staff work directly with service users. The breakdown of staff across care groups and between Council and Health Board is as per the table below.

Glasgow City HSCP			
Staff in post April 2018			
WTE by Employer and Core Leadership Group			
Core Leadership Group	Council	NHS	Grand Total
Adult Services	857	2433.05	3290.05
Children and Families	1,004	767.75	1771.75
Older Peoples Services	1,127	877.57	2004.57
Business Support	614	***	614
Grand Total	3,602	4078.37	7680.37

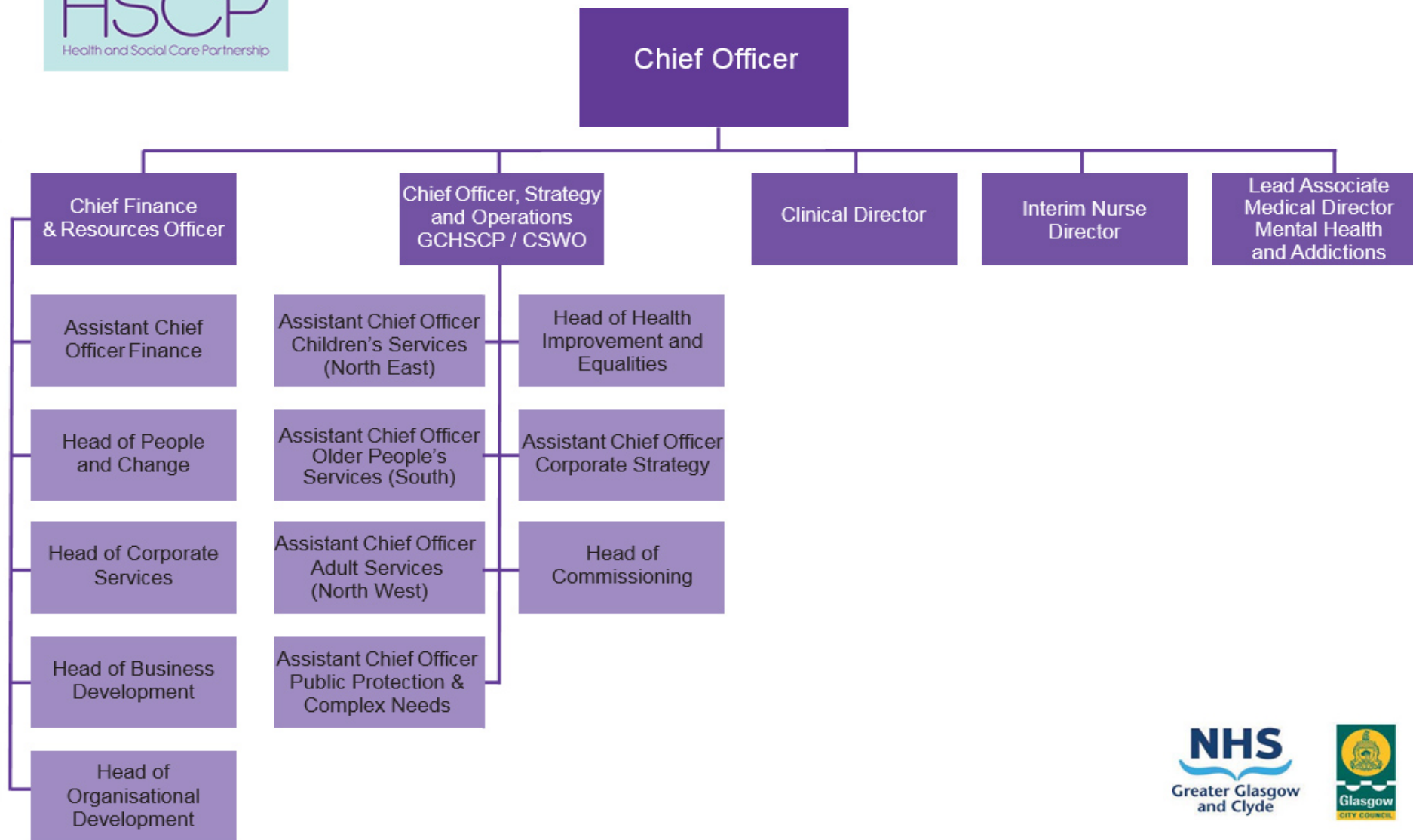
Notes

*** Staff within business support functions in NHS are allocated across service areas.

iii) Structures

The Glasgow City HSCP Service Structure Chart is shown below.

Glasgow City Health and Social Care Partnership
 Executive and Senior Management Team



iv. Finance

Budgets

The total financial resources available to the Partnership for 2017-18 and 2018-19 are outlined below. The Council's contribution to the overall budget for the Glasgow City Integration Joint Board for 2018/19 is £411,843,000.

Client Group	2017/18	2018/19	Movement
	Net Expenditure Budget	Net Expenditure Budget	
	£000's	£000's	£000's
Children and Families	148,920	152,848	3,928
Prison Healthcare and Criminal Justice	20,124	19,090	-1,034
Older People/Physical Disability	206,711	210,841	4,130
Addictions	46,433	40,931	-5,502
Carers	1,768	1,819	51
Older People's Mental Health	27,263	29,883	2,620
Learning Disability	99,888	94,115	-5,773
Mental Health	89,023	88,836	-187
Homelessness	42,781	49,616	6,835
Prescribing	127,530	132,931	5,401
Family Health Services	171,020	171,577	557
Hosted Services	12,538	12,460	-78
Other Services	49,226	60,218	10,992
Set Aside Budget	120,803	127,544	6,741
TOTAL	1,164,028	1,192,709	28,681

Notes

* 17/18 and 18/19 budgets are opening budgets for the HSCP

Outturn

An underspend of £4.2 million was delivered during 2017-18. In addition, a number of commitments totalling £15.417m were made in 2017/18 in relation to local and national priorities, which will not complete until future years. The IJB agreed to earmark the full £19,617,000 underspend for specific commitments in 2018/19. Details can be found [here](#).

Section 2: How your Service will meet its Strategic Plan Commitments

i. Strategic Plan

Social Work Services are the lead for the Council's Strategic Plan *"A Healthier City"* Theme. The Council made a number of commitments under this theme, and the planned contributions to these commitments are shown in the extract from the Council's Programme Plan given below.

event Key	
Year 1:	1 April 2017 – 31 March 2018
Year 2:	1 April 2018 – 31 March 2019
Year 3:	1 April 2019 – 31 March 2020
Year 4:	1 April 2020 – 31 March 2021
Year 5:	1 April 2021 – 31 March 2022

A Healthier City								
No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
38. Support service redesign that will result in Glasgow becoming a healthier, empowered city, with early intervention and prevention approaches at the heart of what we do.								
170	Work with other public agencies and the third and community sectors to improve health outcomes, including:	Work with the Glasgow City IJB to continue to deliver the priorities within its Strategic Plan 2016 - 2019 in order to achieve its vision for health and social care services in Glasgow, and engage in strategic partnerships to support the development and delivery of effective					David Williams	Cllr Hunter IJB Health and Social Care Cllr Richardson Sustainability and Carbon Reduction
	<ul style="list-style-type: none"> Designating Glasgow as a Health Promoting City, 		Implement health and inequality commission recommendations	Year 5	Health and inequality commission completed, implementation of recommendations to commence.	Regular update on outcomes achieved, provided by HSCP lead		
	<ul style="list-style-type: none"> A focus on early intervention and the prevention of ill health and its causes 		Establishment of a wellbeing and mental health partnership as a sub-group of the	Year 1	Being planned to commence in the new year			

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
		services across Glasgow to improve health outcomes.	Children's Services Executive Group					
	<ul style="list-style-type: none"> The development of child, youth & adult wellbeing frameworks 		Establishment of frameworks for health improvement for Glasgow.	Year 1	Strategic framework for health improvement is in place, with a clear prevention agenda, and is being embedded across planning areas.			
	<ul style="list-style-type: none"> Putting health promotion at the heart of neighbourhood planning & physical regeneration 		Implementation of Community Planning Locality Plans	Year 2	This is a new legislative requirement			
	<ul style="list-style-type: none"> Ensuring services are accessible & responsive 		Implement health and inequality commission recommendations IJB Equalities outcomes agreed, progress reported to IJB regularly	Year 5	Health and inequality commission completed, implementation of recommendations to commence.			
	<ul style="list-style-type: none"> Smoking, alcohol and drugs prevention and harm reduction 		Review progress on implementation of the prevention framework for alcohol and drugs through the Alcohol and Drug Partnership. City-wide tobacco strategy in place, led by Corporate Policy	Year 2	Work commencing to review progress on the 11 aspects of prevention.			

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
171	The provision of care and support will include: • Engage with service-users to help them shape and design the services they use, at both a strategic and personal level	Support the continued implementation of the Glasgow City IJB's Participation and Engagement Strategy including at a local level.	Develop and implement on an annual basis Locality Plans for North East, North West and South with patients, service users, carers, relevant groups and organisations and other stakeholders, reporting to appropriate governance groups/Boards/Committees	Ongoing	Locality Plans 2017/18 approved by IJB in April 2017. Updated annually.	Reports to IJB and relevant IJB committees and Operational Scrutiny Committee	David Williams	Cllr Hunter IJB Health and Social Care Cllr Layden Equalities and Human Rights
			Hold regular Locality Engagement Forums/Networks with a programme of themed events	Ongoing	LEFs established, timetable of future LEF meetings in place, with planned topics and events			
			Conduct consultations on policy/service changes or developments, reporting to appropriate governance groups/Boards/Committees as appropriate	Ongoing	Consultations carried out on a range of topics (Minor Injuries, Property Strategy etc) in past year, outputs reported to IJB / committees			
			Develop & implement good practice consultation guidelines for consultations undertaken on behalf of the IJB and Partnership	Year 1	Guidelines drafted, presented to IJB Public Engagement Committee 29 November			

A Healthier City

No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
			Hold regular Strategic Planning Group meetings for Addictions, Mental Health, Carers, Older People, Homelessness and Disabilities.	Ongoing	SPGs continue to meet either 2-monthly or quarterly			
			Establish Young People's Champion's Board and influence strategic direction of Council and other corporate parents.	Year 2	YP Champion's Board established April 2017, funding secured for support worker to facilitate the group, to be recruited by Jan / Feb 2018. Corporate Parenting event held Nov 2017			
	<ul style="list-style-type: none"> Invest in the capacity of communities to support vulnerable citizens in the places where they live, reducing loneliness and isolation and providing locally-based support 	Work closely with local communities through the Integrated Grants Fund and provide funding for several projects that tackle these issues.	Substantive planning and reporting of the Integrated Grants Fund, will be reported under A Well Governed City that Listens and Responds, priority 101.				Lead Officer for GCPP/ Morag Johnston	
175 & 171	Ensure that families receiving support from council services also get access to other key professionals such as health visitors	Strengthen the Early Years Joint Support Teams to complement the investment in Health Visiting, ensuring earlier identification and intervention of children and families in need are promoted.	<p>Completion of the recruitment programme for new health visitors</p> <p>Fully implement the legislation in relation to the Named Person Services and the duties arising from the forthcoming Information Sharing Bill.</p>	<p>Year 3</p> <p>Following passing of legislation</p>	<p>During 2016/17, 219 children were supported as a result of multi-agency discussions by Early Years Support Teams</p> <p>Self-evaluation of EYJSTs completed and used to inform service improvement</p>	Regular update on outcomes achieved, provided by HSCP lead	David Williams	Cllr Hunter IJB Health and Social Care

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
			Completion of the review of the vulnerable pregnancy protocol and the Special Needs In Pregnancy Service to improve multi-agency support for vulnerable women.	Year 3				
			Further roll out of Family Nurse Partnership	Year 3				
		Continue to work with third sector partners to sign post families to relevant local services.	Introduction of the new universal early years pathway (pre-birth to school entry) which will include additional contacts by health visitors with all families and a strengthening of the joint work between health visitors and midwives during the pre-birth period. Reducing caseloads for health visitors will enable them to work more closely with the wide range of third sector agencies.	Year 3	Recruitment programme for health visitors planned.			

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
	Focus on working with our partners in the third and community sectors to ensure that community-based services are available at the right time and in the right place, and that support is shaped around delivering the best outcomes for individuals.	Implement the Family Support Strategy	Implementation of the Family Support Strategy	Year 2	Development Group of young people in place			
			Continued joint work with the Third Sector Children and Families' Forum.	Year 2	Looked after young person attending Public Engagement Committee as an advisor to the committee.			
			Further development of children's locality planning groups, involving the third and community sectors in joint planning and project development.	Year 2	Existing locality planning structures within Children's Services under review			
39. Conduct an independent review of Self Directed Support and its implementation in Glasgow and consider its recommendations and areas for improvement.								
169 & 171e & 184	Commission an independent review of Self Directed Support	Work with the Glasgow City IJB to implement the recommendations of the independent national review of Self-Directed Support (SDS), including making any amendments to current arrangements and processes.	National review of SDS completed by Audit Scotland	Year 1	An extensive review programme is underway in relation to service users who access self-directed support.	Regular update on outcomes achieved, provided by HSCP lead	David Williams	Cllr Hunter IJB Health and Social Care Cllr Richardson Sustainability and Carbon Reduction
			Outcomes of national review reported to IJB Finance and Audit committee	Year 1	National review of SDS has been completed			
			Council decision re commissioning further independent review of SDS in Glasgow	Within lifetime of administration	Dependent on terms of any review to be carried out	Within terms of review		
			(if commissioned) Review carried out	Following decision				
			(if commissioned) Review recommendations	Following decision				

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
			considered by IJB and amendments to process implemented					
	Promote the uptake of Self Directed Support among groups who currently underuse it, such as people with mental health problems and the over-65s.	Improve the range of services listed on Your Support Your Way Glasgow website for services users to access as part of their SDS package	<p>Increase number of services on YSYWG website</p> <p>Improve the quality and range of information available on website</p> <p>Promote website</p>	Ongoing	<p>Number of current service users with Personalised Services (Breakdown by care group is available).Approx.</p> <p>% of service users with Personalised services who receive their support as a Direct Payment.</p> <p>1000 services currently on website</p> <p>Twice yearly messages to current service providers to update details</p> <p>Engaged with community advocacy organisations to increase range of information available and awareness of website particularly amongst groups who have lower uptake of SDS</p> <p>Engage with a range of stakeholders and events to promote YSYWG</p>	Regular update on outcomes achieved, provided by HSCP lead, and performance figures produced		

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
179	Work with partners in the third and community sectors, to help older people to live healthier lives at home, supported by early intervention-focused, community-based services.	Work with the Glasgow City IJB to continue to deliver the priorities within its Strategic Plan 2016 - 2019 in order to help older people live healthier lives at home, in partnership with the third and community sectors as part of a transformational programme of older people's services.	<p>Develop a three-year Older People's transformational change programme (2018-21), including associated savings and efficiencies</p> <p>Develop an implementation plan for the Older People's transformational change programme</p> <p>Progress and regularly report on the implementation of the Older People's transformational change programme to appropriate governance groups / boards / Committees</p>	Year 4	<p>Older People's transformational change programme approved by IJB in November 2017. Implementation plan scheduled for IJB Finance and Audit Committee February 2018</p> <ul style="list-style-type: none"> • Number of older people in supported living services. • Percentage of service users who receive a reablement service following referral for a home care service. • Percentage of service users leaving the service following reablement period with no further home care support. 	Regular update on outcomes achieved, provided by HSCP lead, and performance figures produced. Reports to IJB and relevant IJB committees and Operational Scrutiny Committee	David Williams/ Cordia	Cllr Hunter IJB Health and Social Care
40. Work with partners in the third sector to review the City's Independent Living Strategy and implement its recommendations.								
183 & 186 & 187 & 190	Implement the Council's Independent Living Strategy.	Continue to implement Glasgow's Independent Living Strategy with partner agencies which includes; employability and learning, unmet need and financial inclusion.	Ongoing meetings of ILS project board including all partner agencies to take forward the aims of the strategy	Ongoing	Baseline will be developed as part of the framework for vulnerable adults.	Regular update on outcomes achieved, provided by HSCP lead.	David Williams	<p>Cllr Hunter IJB Health and Social Care</p> <p>Cllr Layden Equalities and Human Rights</p>

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
		Work with our partners in the third sector to provide more community-based day and respite services.						
	Improve co-ordination and integration of employability, education and personal capacity-building services for people with disabilities.	Build on the work that informed the development of the Strategy's action plan including; engagement with disabled service users and the DWP	Framework tender for vulnerable adults including adults with a disability	Year 2	Work is ongoing to establish an appropriate baseline.			
	Work with disability organisations to map and capture unmet need and reduce barriers to accessing services	Mapping of disability resources to highlight barriers	Map produced	Year 3	Engagement with disability organisations through ILS structure			
82	Work with housing providers to deliver appropriate housing with support where required, to maintain people in their own homes for as long as possible.	Work with partners to increase the proportion and number of barrier free homes in Glasgow.	Develop the Social Care Housing Investment Priorities (SCHIP) 2017-22	Year 1	The Social Care Housing Investment Priorities (SCHIP) 2017-22 has been produced by the GCHSCP (October 2017) to support the Glasgow Strategic Housing Investment Plan 2018/19 to 2022/23. The SCHIP highlights housing investment priorities among the care groups identified by the GCHSCP, including support to older people.	Regular update on outcomes achieved, provided by HSCP lead	Richard Brown/ David Williams	Cllr McLean Cllr Hepburn Bailie Robertson Neighbourhoods, housing and Public Realm
			Present the Glasgow Strategic Housing Investment Plan 2018/19 to 2022/23 to the IJB, which is supported by the SCHIP 2017-22	Year 1				
			Explore new models of community-based supported living for frail elderly individuals as part of the SCHIP, taking advantage of any opportunities to develop this	Years 2/3/4	The Glasgow Strategic Housing Investment Plan supported by the SCHIP is scheduled to be presented to IJB in January 2018.			

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
			accommodation type within DRS current and future approved AHSP					
		Continue to provide funding through the Affordable Housing Supply Programme (AHSP) for house adaptations for people with disabilities and a range of other needs.	Introduction of the Glasgow Standard for new build accommodation incorporating space standards for wheelchair adaptable and accessible housing	Year 5	There is no Glasgow Standard in place. The delivery of stage 3 adaptations and private sector adaptations are based on the annual budget allocation and should assume a baseline of zero. The baseline year is 2017/18.	<ul style="list-style-type: none"> • Publication of the Glasgow Standard • Meet targets in the Strategic Housing Investment Plan • Meet targets for the delivery of stage 3 adaptations • Meet targets for the delivery of Private Sector adaptations 		
	Delivery of annual stage 3 accommodation budget for disabled adaptations							
	Delivery of annual private sector housing grant budget for disabled adaptations							
41. Review community care charges, in partnership with the HSCP Integrated Joint Board and those who are impacted by them.								
79 & 171f & 185	Review community care charges to assess the impact on service-users and the Council's budget.	Work with the Glasgow City IJB to review policy and process around charging for social care, within the context of national legislation and COSLA good practice guidance.	Identify implications of, and timescales for, Free Personal Care for <65s	Depends on passage of legislation	The Council's Social Care Charging Policy is available at https://www.glasgow.gov.uk/CHttpHandler.ashx?id=5470&p=0 . The policy complies with the COSLA National Strategy and Guidance on Charges Applying to Non-Residential Social Care Services.	Regular update on outcomes achieved, provided by HSCP lead	David Williams	Cllr Hunter Depute Leader
			Establishment of review group	Year 2				Bailie Robertson
			Engagement with COSLA and other partners and stakeholders	Year 2				Cllr Hunter IJB Health and Social Care

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead	
			Developed proposed revisions to community care charging policy	Year 2	Note: Residential charging is set at a national level and cannot be amended			Cllr Gow	
			Assess impact of any revisions to charging on service users, Council budget, IJB budget	Year 2					
			Final proposals to Council and IJB	Year 2					
			New policy implemented	Year 3					
42. Continue our work on the People Make Glasgow Fairer Strategy to tackle poverty, considering how we can address emerging issues such as child hunger and period poverty.									
New	Continue our work on the People Make Glasgow Fairer Strategy to tackle poverty, addressing emerging issues such as child hunger and period poverty.	Substantive planning and reporting of cost of the school day will be reported through Priority 27 in the Excellent and Inclusive Education Theme					Reports to be provided to Policy Development Committee or City Administration Committee as appropriate.	Morag Johnston/ Maureen McKenna	
		Carry out consultation on Period Poverty over 4 schools	Consultation with young people and trialling to take place Jan to March 2018.	Year 1	Baseline will be established as part of this process				
			Further engagement, if appropriate, April to June 2018	Year 2					
			Plans developed for roll-out from August 2018 across all secondary schools	Year 2					
		Continue to work to address child hunger	Field work currently being scoped out with partners and key stakeholders	Year 1	Baseline will be drawn from the Cost of the School Holiday programme carried out by Education.				
			Report on findings to be developed February 2018 to be reported to Elected Members for consideration	Year 1					

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
		Deliver the People Make Glasgow Fairer Strategy	PLP to agree key priorities.	Complete	Key priorities of Child Poverty, Employment and Skills, Housing and Welfare Reform agreed	<p>People Make Glasgow Fairer Key indicators to be reported on to be agreed by stream leads and governance board 2018.</p> <p>Reported to City Treasurer and Poverty Leadership Panel. Future reports to Governance Board chaired By Chief Executive and Executive Community Planning Board</p>		
			Work with partners to develop action plans	Year 2	Baseline information will be drawn from the People Make Glasgow Fairer strategy.	Key performance indicators will be identified as the action plans are developed.		

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
43. Review the current provision of changing places toilets across Glasgow and work in partnership with businesses and developers of new build properties to expand provision.								
188	Provide options for how to invest or upgrade toilets in the city's buildings to Changing Places standards to improve accessibility.	Consider the implications of fully complying with the Changing Places standards during all future refurbishment or re-development of existing facilities and development of new venues in the city, including the planned works at The Burrell and The Riverside Museum.	<p>Install Changing Places facilities in the Riverside Museum and The Burrell Collection.</p> <p>Investigate the feasibility of incorporating Changing Places toilet facilities as part of community facility refurbishments.</p> <p>Work with stakeholders to identify other council owned locations where introducing changing places toilets are feasible.</p>	<p>Year 1 (Riverside)</p> <p>Year 4 (Burrell Collection)</p>	Whitehill Pool, Kelvin Hall and Tollcross International Swimming Centre are registered on the Changing Places website as compliant facilities.	Progress will be included in the Quarterly Glasgow Life Property Asset Management Report	Ian Robertson/ Bridget McConnell	<p>Cllr Hunter (IJB Health and Social Care)</p> <p>Cllr Gow (City Treasurer)</p> <p>Cllr Layden (Equalities and Human Rights)</p>
44. Work to implement the Health Commission recommendations on mental health and wellbeing, ensuring mental health is embedded into policy considerations and employment programmes.								
65	Deliver mental health services for children and young people, bringing together healthcare and education, to ensure faster treatment without stigma.	<p>Develop and promote a mental health and well-being strategy that contributes towards greater resilience in young people and diverts young people away from adult mental health services building on current support.</p> <p>Deliver the Mental Health Strategy for Young People in Glasgow City which</p>	<p>Review progress in implementation of the 6 element strategic framework for improving the mental and emotional health and wellbeing of young people and target further implementation as required.</p> <p>Completion of review of Youth Health Services.</p>	<p>Year 4</p> <p>Year 4</p>	<p>Strategic framework agreed by Children's Services Executive Group and development across the 6 elements already underway</p> <p>Examples of work include: "one good adult" workshops aimed at boosting support for child mental health, Mental health First Aid (Young People) courses etc</p>	Regular update on outcomes achieved, provided by HSCP lead	David Williams	Cllr Chris Cunningham (Education, skills and early years)

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
		includes; a service for schools providing counselling, group work and mentoring and the Child and Adolescent Mental Health Services, locality teams providing mental health support for children with moderate to severe mental health difficulties.	Development of Neighbourhood team approach with integrated teams clustered around the Learning Communities and Joint Support team arrangements	Year 4				
199	Incorporate the principles of the See Me campaign into Council-wide service planning and delivery.	Incorporate the principles of the Scotland-wide See Me campaign into Council-wide service planning and delivery where relevant.	Develop mental health strategy	Year 1	Strategy scheduled to be presented to IJB January 2018	Regular update on outcomes achieved, provided by HSCP lead	David Williams	Cllr Hunter (IJB Health and Social Care)
			Strategy shared with all council services and Strategic Policy and Planning to incorporate principles into respective service planning activity Council-wide	Year 2	Current EQIA process includes assessment of impact on disability, which includes mental health problems	Publication of EQIAs. Any additional relevant indicators / process to be identified corporately and by each service		Cllr Layden

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
200	Have an integrated approach to employability support working with mental health teams, along with advice to maximise income and mitigate welfare benefit cuts	Continue to refer Mental Health service users to employability support services.	Ongoing referrals to employability services	Ongoing	Range of employability and supported employment services in place across Council family, via HSCP, DRS, JBG	For HSCP services, regular update on outcomes achieved, provided by HSCP lead. Other services via own arrangements	David Williams/ Richard Brown	Cllr Hunter (IJB Health and Social Care) Leader
			Review and retender of social care framework tender, which includes day opps and employability	Year 3	Review currently underway			
		Substantive planning and reporting on mitigating welfare benefit cuts will be reported under priority 47.						
		Provide support to people with mental health conditions through the ESF Employability Pipeline.	Development of the Employment and Skills Board.	Year 5	Current interventions include; Working Matters and ESF Pipeline	Indicators will be identified from the Glasgow Economic strategy performance framework		
45. Expand our support for carers through the carers' card, a strengthened role for the Carers' Champion and a new Carers' Forum.								
191 & 192	Work with carers to refresh the job description of the Carers Champion and, support the recruitment of the Carers Champion. Host quarterly Carers engagement events.	Support and strengthen the development of the Carer Champion role identifying a current unpaid carer for this role supported by an Elected Member. Support carers to have direct access to Carer Champion/s and Senior Officers through quarterly carer engagement sessions involving a	Recruit unpaid Carer Champion	Year 1	Recruitment will commence in early 2018	Regular update on outcomes achieved, provided by HSCP lead	David Williams	Cllr Hunter (IJB Health and Social Care)
			Identify Elected Member Carer Champion	Year 1	Council to identify Elected Member Carer Champion	Via Council		
			Quarterly wider carer engagement events with a wider representation of carers	Ongoing	Quarterly wider carer engagement events to be arranged for 2018 commencing February 2018.	Regular update on outcomes achieved, provided by HSCP lead		

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
		wide range of unpaid carers in the city.						
		Ensure the Carer Champion/s have an overview of the work underway to prepare for the commencement and subsequent implementation of the Carers (Scotland) Act 2016, which will see increased investment in carer support service and place duties and powers on Councils, HSCPs and Health Boards to identify and support carers.	Regular briefings on work around preparation for the Carers (Scotland) Act 2016 for the appointed Carer's Champion	Year 1	Briefing on work around preparation for Carers (Scotland) Act to be arranged for Carer's Champion once they have been appointed			
194	Support Carers to access services and support through the Carers' Card.	Explore opportunities to expand the breadth of the existing Carers' Card to assist with access to services and support.	Feasibility of whether there are options for expanding the breadth of the existing Carers' Card	Year 2	Numbers of Carers' cards issued.			
			Report on outcome via appropriate governance groups/Boards/Committees	Year 2				

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead	
193 & 196	Improve identification of carers across the city and introduce a single pathway to access support Improve co-ordination and integration of the full range of support to carers.	Continue the work of the Glasgow City Carers Partnership to increase the identification of carers across the city and increase visibility of the single point of access for carers.	Continue to monitor impact of single point of access and pathways to support for carers	Ongoing	<ul style="list-style-type: none"> • Single point of access and pathways to support is already in place with 11,000 new carers supported via this pathway since 2011. • Number of New Carers identified during the quarter that have gone on to receive a Carers Support Plan or Young Carer Statement. • Carer Referrals: Source of Carer Self-Referral • Carers Qualitative Evaluation Question: Has the Carers' Service improved your ability to support the person that you care for? <p>Annual report produced by Glasgow Carers Partnership which demonstrates the range of services to promote carer health and wellbeing. Last report September 2017</p>	Regular update on outcomes achieved, provided by HSCP lead, and performance figures produced			
			Put in place three dedicated Adult Carer Information workers to raise awareness of single point of access	Year 1					
			With the Glasgow Carers Partnership continue to improve the co-ordination and integration of the full range of support to carers.	Put in place three dedicated Young Carer Information workers to raise awareness of young carers within schools and adult health and social care services					Year 1
			Produce annual report by the Glasgow Carers Partnership that demonstrates the range of services to promote carer health and wellbeing	Ongoing					
195	Work to stabilise funding for carers' centres & support services	Continue to invest in third sector carer services and centres to widen range of services available for carers.	Tender development for all carers support services	Year 2	Tender development for all carers support services to commence October 2018 to ensure new contracts in place for 1 April 2019	Regular update on outcomes achieved, provided by HSCP lead	David Williams	Cllr Hunter (IJB Health and Social Care) Cllr Gow	

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
		Consolidate all carer funding programmes including proposed additional investment from the Carers (Scotland) Act 2016.	Consolidate carer funding programmes	Year 2	Additional investment expected to support the Carers (Scotland) Act 2016 to be announced early 2018.			
46. Develop a homelessness strategy in partnership with providers, building on recommendations of the homelessness summit and strengthening the Rough Sleepers' Initiative approach.								
205 & 236	Continue to work with partners across the city to reduce and work towards eliminating unintentional rough sleeping in Glasgow	Deliver the Glasgow City Homelessness Strategy 2015-20 in partnership with providers.	Ongoing delivery of plan	Year 1	<ul style="list-style-type: none"> Number of Temporary Furnished Flats (TFF) in the city. Frequency of use of B&Bs in the city. Figures detailed in Scottish Government returns Task force established 	Regular update on outcomes achieved, provided by HSCP lead, and performance figures produced	David Williams	Cllr Hunter (IJB Health and Social Care) Cllr McLean Neighbourhood, housing and public realm
		Build on recommendations of the homelessness summit.	Establish Rough Sleeping task force	Year 2				
206 & 207 & 238	Increase the supply of temporary furnished accommodation and phase out the use of B&Bs. Consider building rather than purchasing short term accommodation.	With the Wheatley Group, deliver the joint Temporary Furnished Accommodation plan.	Produce action plan Implement plan	Ongoing		Regular update on outcomes achieved, provided by HSCP lead, and performance figures produced		
		Review short-term accommodation capacity.	Carry out review	Year 2		Regular update on outcomes achieved, provided by HSCP lead		
208	Review and strengthen welfare support to ensure people are not made homeless due to benefit issues	Substantive planning and reporting on mitigating welfare benefit cuts will be reported under priority 47.						

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead		
47. Review the provision of benefits, welfare and other advice to continue to identify opportunities to integrate and maximise support for people affected by welfare reform, or long term conditions.										
208	Review and strengthen welfare support to ensure people are not made homeless due to benefit issues	Continue to implement the Housing Options approach, identifying and supporting at an early stage people who may be at risk of homelessness due to benefit issues.	Ongoing implementation of housing options approach	Ongoing	<ul style="list-style-type: none"> Number of approaches to Housing Options with reason for approach: Benefit issues and Welfare Reform (Housing Options return to Scottish Government [Prevent1]). 	Performance figures produced	David Williams/ Morag Johnston	Cllr Hunter IJB Health and Social Care Cllr Layden Equalities and Human Rights		
		Develop a common "support package" for new tenants to address the wider financial challenges they face. This includes; <ul style="list-style-type: none"> Fast tracking of SWF cases for homeless clients Fast tracking of delivery of furniture packages for homeless clients Review of Support Providers Role (Turning Point & Loretto) Review of date of entry policy by pilot RSL's Consideration of Central Furniture Storage facility 	Support package to be agreed and signed off by the Steering Group early 2018.	Year 1					Pilot will finish end of Dec 2018	Support package project will be reported on via Financial Inclusion
			Training materials and communications to be developed by Tackling Poverty team early 2018	Year 1						
			Pilot in 4 RSL in the North of the City go live March 2018	Year 1						

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
171	Integrate advice and support on income maximisation and the mitigation of welfare cuts with other service provision Further poverty and stress-proofing our services	Continue to support vulnerable social care service users affected by the impact of ongoing Welfare Reforms through Social Work Services Welfare Rights and Money Advice. Work of the corporate welfare reform group with other partners	Maximise Income of Service Users receiving a non-residential chargeable service	Ongoing	In the first 6 months of 17/18 £2.2 million was generated in annualised income for service users receiving a chargeable service. In the 12 months to April 17 there were 2,283 home visits	Regular update on outcomes achieved, provided by HSCP lead, and performance figures produced		
			Represent Glasgow residents at benefit appeal tribunals to attempt to overturn unfavourable benefit decisions and to maximise income.	Ongoing	In the year to April 2017 Glasgow residents / service users were represented at 971 benefit appeals increasing/protecting £4.0 million			
			Visit residents in private sector accommodation affected by the benefit cap to explore exemption possibilities or to apply for a Discretionary Housing Payment. (DHP)	Ongoing	Since Jan 2017 118 people affected by benefit cap have been visited. 85 claims for a benefit that would exempt them and 98 claims for a DHP			
			Provide training to staff and vol organisations on benefit entitlement and welfare reforms to better support users	Ongoing	In the year to April 2017 84 training events for 982 workers from HSCP staff and Vol. Orgs were provided			
			Identify Welfare reform changes and where possible scope for mitigation via Corporate Welfare Reform Group and PLP	Ongoing	Supporting action in connection with avoiding sanctions, mitigating benefit cap, and DLA to PIP transfers			

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
119	Work with partners to expand the range and level of services to ensure it meets the needs of citizens across the city.	Continue the development and roll out of the Wee Glasgow Loan (WGL) to as a low interest alternative to high interest payday loan products.	Evaluation of WGL pilot complete. Reviewed WGL product to be introduced 1 st December 2017	Year 1	Baseline for WGL 2016/17 <ul style="list-style-type: none"> • Approved - 563 • Value of loans £219,000 	Baseline for year 1 will be used along with evaluation of pilot for ongoing development and reporting.	Morag Johnston	Leader
		Continue to deliver the long-term conditions and Macmillan service.	Extend Improving the Cancer Journey LTC Macmillan services to Glasgow Royal Infirmary launch by March 2018	Ongoing	LTC Macmillan - 2016/17 <ul style="list-style-type: none"> • 2821 people supported • £8,8294,297.19 financial gains 	2016/17 Annual figure will be used as baseline ongoing for the LTC service. Reported as part of Financial Inclusion strategy		Cllr Gow (City Treasurer)
		Lead the rollout of Improving the Cancer Journey to Greater Glasgow & Clyde NHS	Build on success of the Spinal Unit to increase reach of LTC services in Queen Elizabeth Hospital to other long term conditions June 2018	Year 5	ICJ stats – 2016/17 <ul style="list-style-type: none"> • 1,204 referrals received. • 1,135 HNA's • 5,684 concerns were identified • 3,735 onward referrals and self-management information provided. Financial gains of £2,459,098.04 have been generated for people affected by cancer.	2016/17 annual figures will be used as a baseline for ICJ. Information on performance and development reported to ICJ board of Directors chaired by David Williams.		Cllr Layden (Equalities and Human Rights)
								Cllr Richardson (Sustainability and Carbon Reduction)

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
48. Develop a corporate parenting plan and expand our support to kinship carers.								
176	Raise Glasgow's performance as a corporate parent. Work in close partnership with the Scottish Government on its national review of the care system	Continue the Council's Champions' Board and promote collaborative working between corporate parents to improve the life experiences and life chances of children and young people in the care of the Council.	Re-establishment of Champion's Board with elected members from the City Government	Year 1	Champions Board and Forum both established and quarterly meeting schedules in place. As at September 2017, 70% of young people receiving aftercare were recorded as in education, training or employment.	Regular update on outcomes achieved, provided by HSCP lead, and performance figures produced	David Williams	Cllr Hunter IJB Health and Social Care Cllr Hunter to lead.
			NHS Board members from the IJB attending Champions' Board	Ongoing				
			Establishment of forum for all 24 corporate parents	Year 1				
			Achieve Council target of 75% of care experienced young people obtaining positive destination	Year 5				
178	Ensure the needs of kinship carers and children in kinship care are responded to.	Continue to move away from children and young people being placed in high cost placements to community-based services, keeping families together and working to prevent crisis situations.	Achieve target of reducing number of young people in high cost purchased placements by 30 by April 2018	Year 1	As at March 2017, 111 young people were in high cost purchased residential placements, this number continues to fall as a result of transformation activity <ul style="list-style-type: none"> Number of children in high cost placements Number of children being cared for at home 	Regular update on outcomes achieved, provided by HSCP lead, and performance figures produced. Reports to IJB and relevant IJB committees and Operational Scrutiny Committee	David Williams / Maureen McKenna	Cllr Hunter IJB Health and Social Care
			Development of intensive outreach support for young people on the edge of care	Year 5				
			Completion of re-design of directly provided residential care to facilitate the support for a more complex population of young people.	Year 5				

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
			Implementation of Family Group Decision Making and Family Finding across the whole of the City	Year 5				
		Continue to improve support to kinship carers across the city and invest in developing the capacity and resilience of kinship carers who look after children in the city.	Develop children's transformational change programme, including improved support for kinship carers	Year 5	Children's transformation programme agreed by IJB November 2017. Programme plan to be presented to IJB Finance and Audit Committee February 2018	Regular update on outcomes achieved, provided by HSCP lead, and performance figures produced. Reports to IJB and relevant IJB committees and Operational Scrutiny Committee		
	Develop programme plan for implementation of transformational programme							
	Implement transformation programme							
	Develop and implement specific support for kinship carers.							
49. Build on our Age Friendly City strategy and action plan.								
180	Implement the existing Age Friendly City strategy	Build on the Age Friendly City strategy and associated action plan.	A status report to be produced for GCPP.	Year 2	Baseline will be drawn from Age Friendly Glasgow Baseline Assessment 2016	Performance will be monitored through GCPP	Lead Officer for GCPP	Cllr Hunter (IJB Health and Social Care)
			Final report presented to WHO	Year 3	Baseline will be drawn from Age Friendly Glasgow Baseline Assessment 2016			
50. Build on the Child Rights/Child Friendly practice developed with UNICEF and provide options on how it can be embedded within Council services.								
174	Build on the Nurturing and Child-Friendly City strategies	Continue to embed a nurturing approach in schools and nurseries as highlighted in the strategy 'Towards the	Multi-agency strategic group established as part of the new children's services' planning structure.	Year 1	Family Support Discussion paper completed and consulted on with third sector organisations	Regular update on outcomes achieved, provided by HSCP lead	David Williams	Cllr Hunter IJB Health and Social Care

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
		Nurturing City,' identifying those who need support at an early stage to help them flourish.			Some funding identified to sustain third sector projects pending the development of the new commissioning framework			
		As part of the Children's Services Programme, develop a Family Support Strategy with third sector partners, providing early intervention to prevent the need for statutory involvement in the family by S Work	Identify additional resources to invest in family support from both public and charitable sources	Ongoing				
			Commissioning framework agreed for family support services and tender(s) issued to providers	Year 2				
51. Implement our Dementia Strategy.								
181	Implement the dementia strategy, to inform work and service delivery across the Council	Continue to implement Glasgow City's Dementia Strategy 2016-19 with the development and implementation of an action plan, including to maintain levels of carer support and information provision, support workforce development, increase the use of technology including telecare and provide more integrated support to people living with dementia and their carers.	Report on progress in implementing Glasgow City's Dementia Strategy, and priorities for 2018/19	Year 1	Update report presented IJB Performance Scrutiny Committee December 2017	Regular update on outcomes achieved, provided by HSCP lead	David Williams	Cllr Hunter IJB Health and Social Care

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
52. Introduce a new community justice model focussed on the prevention of offending and reducing reoffending.								
209 & 210 & 211	<p>Introduce a new community justice model.</p> <p>Work with partners to improve communication and support for victims of crime.</p> <p>Improve support services for those completing community payback or prison terms linking closely to preventing re-offending and improving skills and employability and ensuring that reparation to communities and victims is visible and relevant.</p>	<p>Work with partners to implement the Glasgow Community Justice Outcome Improvement Action Plan with a particular emphasis on early intervention and the application of evidence-based interventions.</p> <p>Continue to deliver Criminal Justice services to reduce reoffending and improve skills and employability.</p>	<p>Establish Community Justice Glasgow partnership within new Community Planning Partnership arrangements - Year 1 - Complete</p> <p>Review of Community Justice</p> <p>Refresh Community Justice outcome improvement plan</p> <p>Develop local Community Justice outcomes and performance improvement framework and SMART Action Plan developed in alignments with new CPP arrangements and agreed by Community Justice Glasgow Partners</p>	<p>Year 1</p> <p>Year 1</p> <p>Year 2</p>	<p>Due to report January 2018</p> <p>Consultation on priorities - dependent on outcome of review of CJ</p> <p>Development Group established, indicators in development with SMART action plan – currently progressing on target</p>	<p>Submission of Community Justice Transition paper to Scottish Government formulating transition of Community Justice Authority role to with Community Planning lead structure</p> <p>Regular update on outcomes achieved, provided by HSCP lead</p>	<p>David Williams/ Lead Officer for GCPP</p>	<p>Cllr Hunter (IJB Health and Social Care)</p> <p>Bailie Robertson</p>

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No	Council Plan Priorities	Action	Key Milestone(s)	Year of Completion	Baseline	How performance will be measured	Officer Lead	Political Lead
			Develop Engagement Strategy (integrated with GCPP engagement approaches)	Year 1	Draft strategy in development alongside a SMART action plan for delivery			
			Develop collaborative commissioning strategy	Year 1	Draft strategy progressing – final draft to partners December 2017			
			Develop communication strategy	Year 1	Developed and agreed by partners – Complete			
			Develop and monitor pathways for prison leavers into employability and work opportunities (including volunteering and social economy opportunities)	Year 2	Will be developed as part of ongoing work around Performance Framework			

Section 3: Key Priorities

In accordance with the Public Bodies (Joint Working) (Scotland) Act 2014, we prepared a Strategic Plan for the delivery of those functions which have been delegated to the Integration Joint Board by Glasgow City Council and NHS Greater Glasgow and Clyde. The [Glasgow City HSCP Strategic Plan](#), which covers the period from 2016-19, sets out our agreed vision and priorities for health and social care services in Glasgow, as set out below. In Section 5 of this report, we capture some of our key achievements in relation to delivering the vision and priorities set out within the Plan. During the current financial year (18/19) the Strategic Plan will be refreshed and all key stakeholders will be fully involved, as outlined [here](#).

i. Our Vision

We believe that the City's people can flourish, with access to health and social care support when they need it. This will be done by transforming health and social care services for better lives. We believe that stronger communities make healthier lives and we will seek to achieve these by:

- Being responsive to Glasgow's population where health is poorest
- Supporting vulnerable people and promoting social well being
- Working with others to improve health
- Designing and delivering services around the needs of individuals, carers and communities
- Showing transparency, equity and fairness in the allocation of resources
- Developing a competent, confident and valued workforce
- Striving for innovation
- Developing a strong identity
- Focussing on continuous improvement

ii. Our Priorities

The biggest priority for the Glasgow City Health and Social Care Partnership 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 vision through the following strategic priorities:

- Early intervention, prevention and harm reduction
- Providing greater self-determination and choice
- Shifting the balance of care
- Enabling independent living for longer
- Public protection

iii. Workforce Plan and Development

Glasgow City HSCP is required by Scottish Government to develop and publish a [Workforce Plan](#) which sets out the strategic direction for workforce development, service redesign and the resulting changes to our workforce. This plan will be revisited on a regular basis, to ensure that further versions contain accurate and up-to-date details of the current workforce and any planned changes to that workforce moving forward.

An Organisational Development approach is adopted by GCHSCP and is outlined within the above Workforce Plan. Staff development is supported in a number of ways. These include online learning resources and encouraging staff to use their skills to get involved in other activities such as volunteering and mentoring. Over the course of the last year, a number of specific activities to support the development of our staff have been taken forward including the following:

i-Matter

We have rolled out i-Matter, the national staff engagement questionnaire which measures staff engagement within teams. Teams have developed their own plans in response to the feedback generated. The survey will be repeated in June 2018 and overall results will inform future staff engagement activity.

Team Effectiveness Framework

A Team Effectiveness Framework has been developed to support managers and team leads, who are coached to focus on the areas of team purpose, roles and objectives, and opportunities for review and reflection. The aim is to achieve a clearer sense of identity and link to the broader organisational priorities. Teams can use a number of tools to share feedback on their understanding of how they operate, and look at ways to be as effective as possible. This approach was initially piloted in the North East and will now be rolled out across the HSCP.

Health Improvement

Glasgow City Health Improvement (HI) Teams deliver training and awareness raising sessions across the city on a variety of health improvement topics. Sessions are targeted at HSCP colleagues, voluntary sector organisations and groups, partner agencies and local communities. Sessions are designed to raise awareness of health improvement messages, support lifestyle changes, and build capacity to enable participants to deliver training to their own service users and patients. Glasgow City HSCP also currently has a Gold Healthy Working Lives Award and the Healthy Working Lives Steering Group includes champions from across the partnership who arrange activities which range from walking and running groups, swimming and cycling lessons, healthy breakfasts, mindfulness training, and talks on healthy lifestyles.

Section 4: Benchmarking, Inspection and Equalities

i. Benchmarking

Benchmarking is part of Best Value requirements and is one way that Council Services can demonstrate that they provide Value for Money.

Comparisons between Glasgow City HSCP performance and Scottish averages can be made using a number of national datasets. However, there is a time-lag associated with their production and in some cases, the most recent information available pre-dates the establishment of the HSCP in April 2016. Only data from 2016/17 onwards is, therefore, included in this section. Going forward all of these datasets will provide a mechanism to compare performance across areas and over time, with 16/17 data a baseline against which to monitor trends over the lifetime of the Council Plan.

a) National Integration/MSG (Ministerial Steering Group) Indicators

A Core Suite of 23 National Integration Indicators was published by the Scottish Government in March 2015 to provide the basis against which Health and Social Care Partnerships could measure their progress in relation to the 9 National Health and Wellbeing outcomes (**Appendix A**). As these are derived from national data sources, the measurement approach is consistent across all Partnerships.

The National Integration Indicators are grouped into two types of measures: 9 indicators are outcome indicators based on feedback from the biennial [Scottish Health and Care Experience Survey](#) and 10 are derived from Partnership operational performance data. A further 4 indicators are currently under development by NHS Scotland Information Services Division (ISD), so no information is as yet available.

Scottish Health and Care Experience Survey (HACE) 2017/18 Indicators

National Integration Indicator	Outcome	Glasgow	Scotland
1. Percentage of adults able to look after their health very well or quite well	1	90%	93%
2. Percentage of adults supported at home who agreed that they are supported to live as independently as possible	2	82%	81%
3. Percentage of adults supported at home who agreed that they had a say in how their help, care or support was provided	3	80%	76%
4. Percentage of adults supported at home who agree that their health and social care services seemed to be well co-ordinated	3	77%	74%
5. Percentage of adults receiving any care or support who rate it as excellent or good	3	79%	80%
6. Percentage of people with positive experience of the care provided by their GP practice	3	86%	83%
7. Percentage of adults supported at home who agree that their services/support had an impact on improving or maintaining their quality of life.	4	80%	80%
8. Percentage of carers who feel supported to continue in their caring role.	6	38%	37%
9. Percentage of adults supported at home who agreed they felt safe	7	85%	83%

Operational Integration Indicators – 2017/18

The figures below relate to 2017/18 except where indicated otherwise. Indicator 11 in the table below is an additional indicator which has been specified by the Ministerial Steering Group for Health and Community Care. They have specified a number of indicators which cover similar areas to the above National Integration Indicators. Health and Social Care Partnerships have been asked to develop plans and identify targets in relation to these indicators for 2018/19.

Indicator	Glasgow	Edinburgh	Dundee	Aberdeen	Scotland
1. Premature mortality rate per 100,000 (2016)	617	399	572	460	440
2. Rate of emergency admissions per 100,000 (adults)	12,397	8,214	12,790	9,999	11,959
3. Rate of emergency bed days per 100,000 population for adults	127,766	98,929	131,673	101,626	115,518
4. Readmissions to hospital within 28 days of discharge per 1,000 admissions	90	103	123	103	97
5. Proportion of last 6 months of life spent at home or in a community setting	87%	87%	89%	89%	88%
6. Falls rate per 1,000 population aged 65+	29	22	28	19	22
7. Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	90%	88%	85%	90%	85%
8. Percentage of adults with intensive care needs receiving care at home (2016/17)	55%	61%	55%	54%	61%
9. Number of days people aged 75+ spend in hospital when they are ready to be discharged, per 1,000 population	321	1,509	347	844	772
10. Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency	24%	21%	27%	24%	23%
11. Balance of care: Percentage of population aged 75+ who are living unsupported in the community (2016/17)	78.9%	83.6%	79.7%	83.4%	N/A

b) Scottish Local Government Benchmarking Framework Indicators

The Local Government Benchmarking Framework (LGBF) is used by Audit Scotland to compare all 32 Scottish local authorities against a suite of statutory performance measures to understand how the Council is performing in its duty to deliver Best Value.

A number of indicators from the Children's Services and Adult Social Care Themes of the [Local Government Benchmarking Framework](#) are relevant to the business of the Health and Social Care Partnership. Data on 4 Adult/Older People Social Care and 5 Children's Services indicators showing Glasgow's performance against Edinburgh, Dundee, Aberdeen and Scotland are given on the following tables.

Adult/Older People Social Care (2016/17)

Indicator	Glasgow	Edinburgh	Dundee	Aberdeen	Scotland
Spend on providing care to support older people to live at home (£ per hour)	£23.25	£25.05	£18.70	£33.01	£22.64
Spend on providing residential care for older people (£ per person per week)	£349	£350	£406	£390	£372
% people needing social work support who use direct payments or personalised budgets	18.7%	6.7%	1%	3.2%	6.5%
% older people with intensive needs supported so that they can remain at home	40.9%	34.7%	38.4%	26.8%	35.3%

Children's Services (2016/17)

Indicator	Glasgow	Edinburgh	Dundee	Aberdeen	Scotland
Spend on providing residential accommodation for looked after children (£ per child per week)	£4,610	£2,716	£4,626	£3,139	£3,404
Spend on providing foster/family placements for looked after children (£ per child per week)	£351	£337	£527	£416	£313
% of looked after children cared for in foster/family placements rather than residential accommodation	91.8%	91.9%	89.0%	88.5%	89.9%
% of child protection registrations where child was re-registered within 18 months	5.7%	5.0%	1.4%	4.9%	6.5%
% of looked after children with more than one placement in the last year	16.2%	23.9%	18.0%	27.6%	21.2%

ii. Inspection

a) Care Inspectorate Grades for services delivered by Glasgow City HSCP

The Care Inspectorate undertook both scheduled and unscheduled inspections across 37 services during 2017/18. The overall quality of care was assessed as 'good' or better (Grade 4 and above in each Quality Theme) in 30 (81.1%) of these services between April 2017 and March 2018. These are shown by service area in the table below.

Service Area (No. of Units Inspected between Apr 17 and Feb 2018)	% of Services graded 'good' or better* across <u>All 4</u> quality themes
Care Homes (Older People) (8)	75%
Day Care Centres (7)	100%
Residential Children's Units (20)	75%
Other Support Service (2)	100%

*Grade 4 and above in each Quality themes

Appendix B details the grades achieved for Glasgow City HSCP services inspected by the Care Inspectorate during 2017/18 along with the number of requirements made. Full details of these inspections, along with any requirements and recommendations can be accessed at the link below:

[Care Inspectorate website](#)

b) Practice Audit

In addition to external inspections, the Partnership has an ongoing planned programme of audit and self-evaluation to give quality assurance across all service areas. A list of Practice Audit activity carried out by Social Work between April 2017 and March 2018 and submitted through the Social Work Professional Governance Board is listed in the following table.

Audit/Self-Evaluation	Service Area
Self-Evaluation	Child's Plan - South Locality
Audit	Children and Families Permanence Re-audit
Self-Evaluation	South Locality Child's Plan – further evaluation
Self-Evaluation	Adult Support and Protection (ASP) Tripartite Audit (Social Work, Health, Police)
Evaluation	Service User Evaluation of Adult Support and Protection
Audit	Intermediate Care Audit report (Interim)
Audit	13za Findings Audit report (Interim)
Audit	Audit of Older People Services
Audit	Audit of Child Protection Register figures
Audit	Contract Management
Audit	Intermediate Care and outcomes for older people leaving hospital
Audit	Use of 13za Legislation

c) EFQM (European Foundation for Quality Management)

Staff from across the Council including the Partnership have been trained in the EFQM approach and services were asked recently to undertake an initial scoping exercise which involved assessing their position in relation to the 5 EFQM Enablers. For each Enabler, strengths of the Partnership were highlighted along with potential areas for improvement. These will require further in-depth investigation which will be progressed in line with corporate processes and timescales.

iii. Equalities

As a Partnership, we aim to remove discrimination in accessing services and ensure that they are provided in an equalities sensitive way. In accordance with the Equalities Act (2010), we have established an Equality Group and published a set of equality outcomes within the [Mainstreaming & Equality Plan](#). Progress in implementing this Plan was reported to the IJB Performance and Scrutiny Committee in December 2017 and can be accessed [here](#). Specific activities progressed over the last year have included

- Mainstreaming equality into the guidelines and training for community participation and engagement.
- Delivered training/information sessions/events to health, social work and third sector staff on a wide range of subjects including HIV/AIDs; violence against women; equality and diversity training; LGBT awareness; and mental health. These were attended by approximately **550** people.
- Publication of the [Black and Minority Ethnic Health & Wellbeing Study](#). This provided generally positive feedback but identified areas for improvement including the need to work with partners to improve health particularly for Pakistani people, certain groups of women and those who haven't had access to or been able to learn English. Issues also identified which require to be tackled included feelings of safety and inclusion and freedom from discrimination.
- Supported the Health Board wide Mental Health Services Equality Development Group which focused in 2017/18 on financial inclusion, human rights, and sensory impairment, with each HSCP preparing status reports and improvement plans. Development sessions for staff across Partnerships were also provided on these three areas, which were attended by approximately **100** people.
- Completed a range of Equality Impact Assessments - [Equalities Impact Assessments](#). Planned Equality Impact Assessments for 2018/19 include:
 - Integration Joint Board Strategic Plan
 - Primary Care Improvement Plan
 - Assisted Garden Maintenance Review

Section 5: Past Performance and Improvement Priorities

i. Performance Management Arrangements

Performance reporting for Social Work Services is now encompassed with the HSCP's routine performance management arrangements, with regular joint performance reports, covering health and social work services, produced for internal scrutiny by citywide management teams and IJB Committees.

A detailed Corporate Performance report is produced on a quarterly basis which includes a wide variety of Key Performance Indicators, from across HSCP health and social work services. Within this report, performance is presented at both citywide and locality levels and a RAG rating is used to classify performance. This Performance report is then shared with and scrutinised by HSCP Senior Management; Core Leadership Groups; and Locality Management Teams. It is also presented to the Integration Joint Board's Finance and Audit Sub-Committee.

An overview of performance is also maintained by the Integration Joint Board, which receives a shorter quarterly performance report which contains a smaller set of more strategic performance indicators and focuses on those exceptions where performance is below target.

Both of the above reports can be accessed [here](#) from 2016/17 onwards

In addition to these quarterly performance reports, an Annual Performance Report is required to be published by the Public Bodies (Joint Working) (Scotland) Act 2014. In July 2017, the HSCP published its first Annual Performance Report. This is currently being updated for 2017/18 and will be published by 31 July this year. These are available at the following link: [Annual Performance Reports](#).

ii. Key Service Achievements

Key achievements in 2017/18, as highlighted within the HSCP Annual Performance Report include the following:

a) Older People

Intermediate Care

Intermediate care provides patients on discharge from hospital, with further rehabilitation and assessment, with the aim of preparing them for a return to their own home where possible. Over the course of the last year, we continued to develop the role of intermediate care in the city, introducing a service improvement programme which aimed to develop practice and support increased throughput. We have also taken forward the introduction of the Home is Best service, which seeks to enable the smoother transition of patients from acute to intermediate and other community based care settings.

In facilitating early discharge, intermediate care has contributed to recent trends in the total number of bed days lost to delayed discharge for those aged 65 plus. For the city as a whole there was a significant reduction between 2015/16 and 2016/17 (from 21,288 to 15,557), which has continued into 2017/18, with annual bed days lost falling by approximately **29% to 10,982**.

Supported Living

The HSCP aims to shift the balance of care by enabling greater numbers of older people to be supported at home with enhanced packages of care, while reducing the numbers going into residential or nursing care. To this end the Partnership has been working with care providers to expand the number and range of Supported Living options in line with our wider accommodation based strategy. At Q4, the HSCP has exceeded its year-end target of 650, with **734** packages in place; an increase of 27% since June 2017. Going forward, we will seek to build upon this in order to maximise the number of older people in the city who can access and benefit from these enhanced packages of support.

Anticipatory Care

Our population is living longer, often with multiple long term conditions, frailty and increasing risk factors. Older people tell us that they want to be cared for at home for as long as possible. Anticipatory Care Planning (ACP) helps people to think about their future health and social care needs, and plan for changes to help them achieve their goal of staying at home while reducing their need for emergency care. During the course of 2018, the number of service users with community services led anticipatory care plans rose to 824, an increase of 70% over the 206/17 year end figure of 484 and exceeding the 2017/18 performance target of 720 set for this model.

Technology

Following the completion of an evaluation of telecare services last year, a report was produced which made a number of recommended changes aimed at improving the uptake and effectiveness of Technology Enabled Care. A dedicated Telecare Reform Team was set up in March 2017 to progress these recommendations and progress has been made with developments.

Over the course of 2017/18, as shown in the following table, targets have been met for the number of referrals for both traditional telecare equipment (Basic) as well as more sophisticated technology (Advanced).

Type of Telecare	2017-18 Target	2017-18 Actual
Basic	2,248	2,771
Advanced	304	1,222

Carers

There continues to be an increase in the number of carers identified across the city. The single point of access and pathways to support is already in place with 11,000 new carers supported via this pathway since 2011. Over 17/18 we have worked to consolidate these services; **1,942** new carers have been identified who have gone onto receive a carer's support plan exceeding our annual target of **1,650**. An aim of the service has been to increase self-referrals from primary and acute services. Again we exceeded our annual targets of 550 (Primary/Community Care) and 110 (Acute) with **774** and **119** referrals from Primary/Community Care, and the Acute sector respectively during 2017/18.

Carers service evaluation forms are sent to carers after their assessment has been undertaken and services are in place. Of those who completed the form, the percentage who indicated that the support they received improved their ability to support the person they care for increased between 2014/15 (76%) and 2017/18 (**82%**).

b) Adult Services

Personalisation

The implementation of the transformational change programme has been completed and personalisation, as outlined in the Social Care (Self-directed Support) (Scotland) Act 2013, has now been widely adopted across the City and is utilised as appropriate to individual needs and circumstances.

At the end of March 2018, a total of **2,994** adult service users were in receipt of personalised social care services, an increase of **5.9%** since March 2017 (2,828). Children with disabilities in receipt of personalised services rose by **38%** over the same period (from 133 to **184**). At the end of March 2018, **15%** of all service users with personalised services chose to receive their personalised budget as a direct payment, thereby maximising their choice and control in the services received.

Mental Health

A report on the development and implementation of the Mental Health Strategy across the City has recently been published: [Mental Health Strategy and Implementation](#).

There is recognition at HSCP, NHS, Local Authority and Scottish Government level of the importance of harnessing technology in promoting self-management and supporting our focus on prevention and recovery. Within Mental Health, development work has been undertaken on a website and social media project to support this agenda, which will be launched later in 2018/19. The design has been co-produced and involved a Glasgow School of Art Centre for Design Innovation project, with input from staff and local user and community representatives. The website will provide a range of information about a variety of mental health conditions, including what helps, how to live with them, how to care for someone experiencing them, and how to find out more about them. Real life stories will also be included in video, audio or written form, along with members of staff sharing information on what someone can expect when they care seen by care professionals.

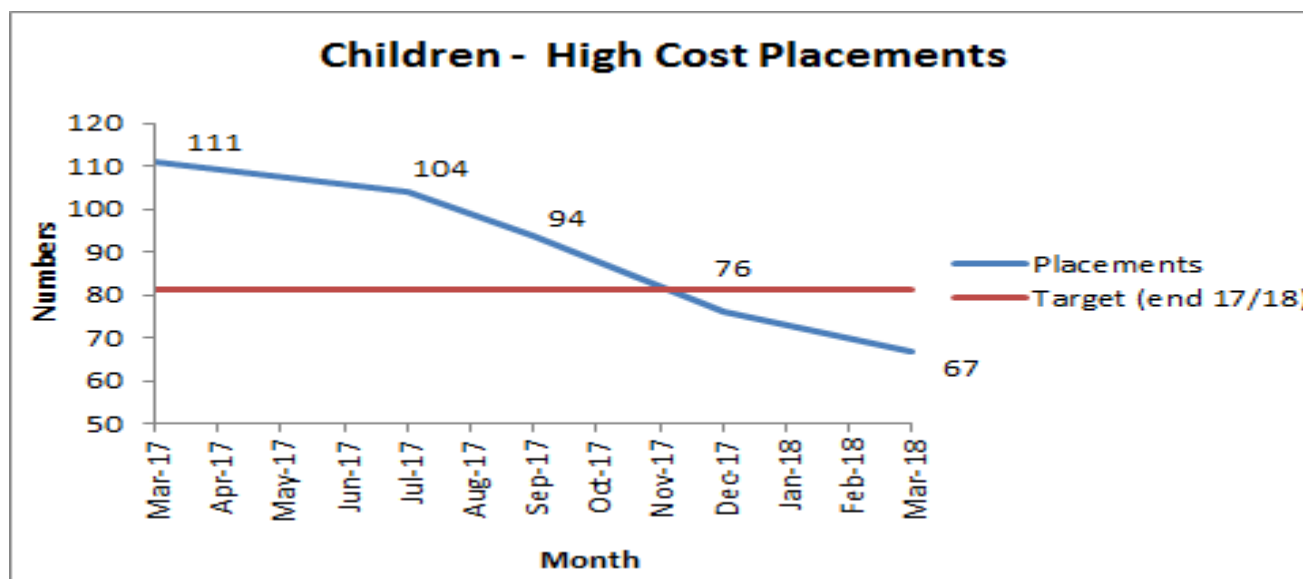
Homelessness

There has been a decline in homelessness assessments over the past few years, which was highlighted in a recent evaluation of the Housing Options approach. The Glasgow model was seen as being successful in protecting a rights based approach within its preventative framework, with more people who engage with frontline homelessness services in Glasgow proceeding to statutory assessment (**57%**) than for Scotland as a whole (**48%**). The HSCP has also been working on an ambitious proposal with a range of partners to implement the Housing First approach in Glasgow which is aimed particularly at people with multiple and complex needs.

c) Children's Services

Reduction in High Cost Placements

As part of the transformation of children's services we want to move away from children and young people being placed in high cost placements and instead to shift that funding into community based services which keep families together and help to prevent crisis situations. The number of high cost placements continued to fall during 2017/18; at the end of March 2018 the number of placements reduced by 44 from 111 to **67** – a decrease of **40%** over 12 months. The reduction of 44 placements exceeded our target figure of 30 fewer placements by the end of 2017/18.



Child Protection

Trends in child protection figures suggest that initiatives aimed at shifting the balance of care are having an impact. At the end of March 2018, there were **311** children on the child protection register. This is a reduction of 174 in comparison with March 2017 when there were **485** children on the child protection register. Between April 2017 and March 2018, there were **410** new child protection registrations, falling from **572** for the same period in 2016/17.

Looked After and Accommodated Children

Over the course of 2017/18, the total number of children accommodated has fallen from 1,227 to **1,125**; with the number of children being looked after at home also falling from 1,637 to **1,614**. Overall, therefore, there have been fewer young people being looked after by the Council, which in part is likely to be linked to improvements in our assessment and care planning for children and joint work with family support services.

Kinship Care

There are approximately **1,100** children currently in a [kinship care](#) arrangement in the city. Many of these children would be directly looked after by the Council without these arrangements in place. In the city kinship carers are supported to develop their capacity and resilience, allowing them to provide better care and support to those they care for. Kinship carers now receive comparable payments to foster carers and within the last year the welfare rights service completed financial reviews of all kinship carers in the city. The level of kinship placement breakdown in the city is low for children in kinship care and this stability keeps family and local community connections alive and enables a child to keep a sense of identity.

Family Group Decision Making

During the last year, we have progressed the Family Group Decision Making (FGDM) pilot and following impressive results have initiated the roll out across the whole city. FGDM is based on the principle of family and community empowerment and recognises the family as the greatest asset in the care planning process, ensuring collaboration and partnership with the child at the centre. A key aim is to transfer the control of decision making from professionals to the family group, reducing the need for long term statutory social work intervention and for children coming into local authority care. The model also works with children who are in care, ensuring a rapid return to family members wherever possible and reducing the need for long term foster care. Its scope has included children on the 'cusp' of care, children who have recently become accommodated, unborn babies who are likely to be subject to statutory processes, and young people aged 14 and over in high cost purchased/provided units often located out with Glasgow.

Alongside the launch of FGDM we have also introduced Extended Family Network Searches (EFNS), which seek to identify extended family members of children and young people who are in care or on the 'edge of care'. This has enabled relationships to be built or rebuilt and supported an increase in the number of kinship carers and placements in the city as alternatives to foster or residential care, substantially increasing the scope for reconnecting young people with their families. To date, **170** EFNS were completed and in total, **3,084** family members were found who had not been known to Social Work Services previously. This creates enormous potential for ensuring a child remains connected to their family, retain an increased sense of identity and wherever possible, can be looked after by their extended family network as an alternative to local authority care.

d) Welfare Rights and Income Maximisation

The HSCP Welfare Rights service visit people in receipt of a range of chargeable social work services to ensure that they are receiving all relevant benefits which they are entitled to. In the period April 2017 to 13 March 2018 **£4.19 Million** (£2.55m ongoing and £1.64m in arrears) has been generated in successful claims for benefit for service users receiving a chargeable service. This compares to £2.95m made in the period August 16 to March 2017, with the data only available part-year following the introduction of a new information system.

Between 1 April 17 and 31 March 2018, the service also represented **1,715** clients at social security tribunals (mainly for adult disability and incapacity for work benefits). The overall success rate for the concluded appeals was **73%**, resulting in a total gain of **£ 5.86m**; representing an average financial gain of **£ 8,244** per successful appeal. These have all increased since 2016/17 when 971 appeals were made, the success rate was 66%, the total gain was £4m, and the average gain was £7,300 per successful appeal.

e) Employability

There a range of services in place to support priority groups to access and maintain employment opportunities. These include the Supported Employment Service (SES), which provides an all age supported employment service for people with learning disabilities and autism; as well a project targeted specifically at young people between the ages of 18 – 29 years which organises an intensive year of supported work experience within host businesses (currently Glasgow Royal Infirmary and the University of Strathclyde). Since it began in July 2016, the service has engaged with **105** clients. During 2017/18, we supported **29** into full time employment and helped **21** people sustain their jobs for a minimum of 6 months.

Another key target group are care leavers, who experience significantly less positive employability outcomes than their peers on leaving school/care. Glasgow City Council have established a challenging target of 75% to achieve a positive destination (job, training or a college place) for this group. Recent performance trends are shown below.

Target	16/17 Q1	17/18 Q1	17/18 Q2	17/18 Q3	17/18 Q4
75%	67%	65%	70%	69%	67%

Performance rose and fell during 2017/18 but remained below target. Social Work services have developed four programmes tailored specifically for this group within its Continuing Care Team. These deliver a range of holistic employability supports for care leavers across the stages of the employability pathway. During 2017/18, **127** care leavers were supported in a range of ways. Achievements have included the delivery of **839** learning hours to **31** care leavers, enabling them to achieve **22** SQA qualifications up to National 5 Levels; the delivery of 3 Launchpad training programmes supporting **27** trainees; and the provision of in-work support to **46** young people, **80%** of whom have been in work for 26 weeks or more, a significant rise from the previous year's outcomes of **53%**.

iii. Key Performance Improvements

Key Performance Indicators from the IJB Performance report (see section 5i) that have shown the greatest improvement over the past 12 months include the following:

Indicator	Baseline (16/17 Year End)	Year End 2017/18 (Q4)
Older People		
Number of community service led Anticipatory Care Plans in place	482	824
Number of people in supported living services	231	734
% Service users who receive a reablement service following community referral for home care	76.5%	78.2%
Unscheduled Care		
Acute bed days lost to delayed discharge	15,557	10,982
Children's Services		
% of young people receiving an aftercare service who are known to be in employment, education or training	61%	67%
Number of children in high cost placements	111	67
Homelessness		
Number of households reassessed as homeless or potentially homeless within 12 months	493	444
Number of individual households not accommodated in the last month of the quarter	209	186
Health Improvement		
Women smoking in pregnancy – general population	13.4%	12.8%
Women smoking in pregnancy – most deprived quintile	19.7%	18.5%

iv. Areas for Improvement

Ongoing improvement is sought across all services within the HSCP and a range of mechanisms are in place to scrutinise performance at city wide and locality levels, as described in 5.i. above. In this section we highlight the Key Performance Indicators from the IJB Performance report where we would like to improve performance and key actions we will progress to achieve these improvements over the next 12 months.

Area for Improvement	Actions
Unscheduled Care	
<p>Working with NHS acute services:</p> <ul style="list-style-type: none"> • Reduce the number of inappropriate A&E attendances and emergency hospital admissions • Reduce the numbers of people who are unnecessarily delayed in hospital across all client groups 	<p>Actions we will take to achieve improvement, as documented in the Unscheduled Care Plan include :</p> <ul style="list-style-type: none"> • Review data on potentially avoidable admissions by GP practice and share with GP Clusters • Continue to develop Anticipatory Care and the Community Respiratory Service • Work with acute to pilot integrated models of care • Further develop intermediate care, and embed the home is best service and integrated neighbourhood teams as part of the older people system of care. •
Children's Services	
<ul style="list-style-type: none"> • Further increase the percentage of young people in aftercare in employment, education or training. While there has been an improvement, performance remains below the target of 75%. 	<ul style="list-style-type: none"> • Implement our children's transformation programme to promote effective early intervention and to support families as these are vital to ensuring improved longer term outcomes for children and young people. • Improve partnership with the large number of organisations in the City and nationally that are "corporate parents" to identify how they can help young people access positive opportunities.
<ul style="list-style-type: none"> • Access to specialist Child and Adolescent Mental Health Services (CAMHS): % seen within 18 week 	<p>Recent adjustments to criteria have led to an increase in referrals and demand for the CAMHS service. A number of actions are being undertaken to achieve improvement:</p> <ul style="list-style-type: none"> • Temporary changes to core working hours. • Introduction of a Quality Improvement Programme to focus on four work streams; review of overall service provision, leadership and culture; service improvements; training and support; and supervision and leadership.

Criminal Justice	
<ul style="list-style-type: none"> Increase the Percentage of Community Payback Order (CPO) work placements commenced within 7 days of sentence. 	<ul style="list-style-type: none"> Continue to work in conjunction with Court Services to increase the number of service users presenting for interview on the day of court.
Health Improvement	
<ul style="list-style-type: none"> Further increase exclusive breastfeeding in the most deprived neighbourhoods (at 6-8 weeks) 	<p>Actions we will take to achieve improvement:</p> <ul style="list-style-type: none"> Continue to support breastfeeding mothers individually. Continue to deliver weekly breastfeeding support groups. Although these groups are all held within the most deprived neighbourhoods (SIMD 1 and 2) they are open to all mums to attend. Continue to ensure that Glasgow services maintain the standards associated with the new UNICEF Baby Friendly standards which promote best practice in relation to breastfeeding. Continue to promote positive attitudes to breastfeeding and seek to normalise it within all of our communities.
Human Resources	
<ul style="list-style-type: none"> Reduce Social Work and NHS staff sickness absence rates. 	<p>Actions we will take to achieve improvement:</p> <ul style="list-style-type: none"> Managers to continue to maintain an overview of attendance for each locality, monitoring trends and patterns. Continue to implement early intervention processes for psychological and musculoskeletal absences. Managers to continue to engage with senior management teams to shift the focus onto 'promotion of attendance'.
Business Processes	
<ul style="list-style-type: none"> Increase the percentage of Social work complaints responded to within timescales 	<p>Actions we will take to achieve improvement:</p> <ul style="list-style-type: none"> Additional staffing resources to respond to increasing demands on the Rights and Enquiries Team are being put in place. Embedding and reinforcement of the new complaints timescales and procedures.

Appendix A – National Health and Wellbeing Outcomes

Outcome 1	People are able to look after and improve their own health and wellbeing and live in good health for longer
Outcome 2	People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community
Outcome 3	People who use health and social care services have positive experiences of those services, and have their dignity respected
Outcome 4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services
Outcome 5	Health and social care services contribute to reducing health inequalities
Outcome 6	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being
Outcome 7	People using health and social care services are safe from harm
Outcome 8	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide
Outcome 9	Resources are used effectively and efficiently in the provision of health and social care services

Appendix B - Care Inspectorate Grades for services delivered by Glasgow City HSCP

Key to Grading:

1 – Unsatisfactory, 2 – Weak, 3 – Adequate, 4 – Good, 5 – Very Good, 6 – Excellent

Unit	Date Inspection Completed	Quality Theme Care Grades (out of 6)				No. of Requirements
		Care and Support	Environment	Staffing	Management & Leadership	
Care Homes (Older People)						
Crossmyloof Care Home	23/05/17	2	4	2	2	3
Davislea Home For The Elderly	18/07/17	5	5	5	5	0
Drumry House	22/08/17	4	5	4	5	0
Forfar Avenue	01/09/17	5	4	5	5	0
Rannoch House	14/11/17	5	4	4	4	0
Hawthorn House	14/12/17	5	6	5	5	0
Orchard Grove House	27/02/18	4	5	5	5	0
Riverside House	20/03/18	3	5	3	3	5
Day Care Centres						
Carlton Centre	19/04/17	4	4	4	4	0
Focal Point Day Centre	16/05/17	4	5	4	4	0
Budhill Day Care	01/08/17	4	5	4	4	0
Glenwood Day Care Centre	17/08/17	5	6	5	5	0
Crossmyloof Resource Centre	25/08/17	5	4	5	4	0
Oran Street Day Centre	21/12/17	5	4	5	5	0
Corkerhill Day Care	22/03/18	4	4	4	4	0
Residential Children's Units (RCU)						
Hamilton Park Av.	15/05/17	4	4	4	3	0
Monreith Road	21/06/17	4	4	4	4	0
Airth Drive	29/06/17	4	3	5	3	0
Crawford Street	05/07/17	5	5	5	5	0
Norse Road	05/07/17	3	4	4	3	1

Dalness	30/08/17	5	4	5	5	0
Milncroft Road	02/10/17	5	5	5	5	0
Plenshin Court	10/10/17	5	5	5	5	0
Wallacewell RCU	11/10/17	5	5	5	5	0
Kempsthorpe RCU	13/10/17	5	5	5	5	0
Hinshaw Street	03/11/17	2	5	2	3	2
Newark Drive	09/11/17	4	5	4	5	0
Wellhouse	13/11/17	3	4	4	3	2
Crossbank Crescent	23/01/18	5	4	4	4	0
Netherton RCU	15/02/18	5	5	5	6	0
Main Street RCU	12/02/18	5	5	5	5	0
Chaplet Avenue	16/02/18	5	5	5	5	0
Broomfield Crescent	27/02/18	6	5	6	6	0
Seamill Street	07/03/18	5	4	5	4	0
Balmore CU	15/03/18	5	5	5	5	0
Other Support Services						
GCC SWS Hostels and Supported Accommodation	07/11/2017	5	Not applicable	5	5	0
Petershill Road Community Support Project	08/08/17	5	Not applicable	5	4	0