



Social Work Services / Glasgow City Health and Social Care Partnership ASPIR 2017

Introduction

The Social Work Services Annual Service Plan and Improvement Report (ASPIR) 2017 - 2018 is the eighth report to be produced by the service, and the second 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 NHS Greater Glasgow and Clyde, transferred from the Council to the Glasgow City Integration Joint Board, to be delivered within the construct of the Glasgow City Health and Social Care Partnership (HSCP)

The ASPIR is intended to provide a progress report on the delivery of the Council Strategic Plan, Single Outcome Agreement (SOA) and major service priorities. However, given the new strategic arrangements in place for health and social care, the Social Work Services ASPIR must be read within the context of health and social care integration.

This document provides relevant information on the service's performance to a range of interested parties, including service users; members of the public; staff within the service and other council services, partner agencies and Elected Members of the Council.

The ASPIR sets out:

- how the Glasgow City Integration Joint Board and Health and Social Care Partnership will support the Council to deliver its strategic priorities;
- how we are demonstrating that we provide Best Value and ensure value for money (VfM) through the use of benchmarking or other external service comparison exercises;
- 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

Service Structure and Resources

As at September 2016, Social Work Services had a workforce of 3,178 full time equivalent staff, slightly fewer than in the previous year. In addition, within Glasgow HSCP there are 3,863 FTE 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 below table.

Glasgow City HSCP			
Staff in Post as at September 2016			
WTE by Employer and Core Leadership Group			
Core Leadership Group	Council	NHS	Grand Total
Adult Services	823.74	2625.45	3449.18
Children & Families Services	1077.10	365.21	1442.31
Older Peoples Services	998.44	672.06	1670.49
Business Support	279.47	200.93	480.40
Grand Total	3178.74	3863.64	7042.38

Financial resources: Budget

The Council's contribution to the overall budget for the Glasgow City Integration Joint Board for 2017/18 is £398,257,500. This is made up of the following:

	Gross	Income	Net
Social Work Services	£560,193,800	£166,206,800	£393,987,000
Development and Regeneration Services Aids and Adaptations	£2,000,000	£0	£2,000,000
Land and Environmental Services Assisted Garden Maintenance	£1,290,000	£0	£1,290,000
Financial Services Apprenticeship Levy	£980,000	£0	£980,000
Total	£564,463,800	£166,206,800	£398,257,000

The HSCP budget for 2017/18, including contributions from NHS Greater Glasgow and Clyde, is detailed below by service area:

Glasgow City HSCP	
Service Area	Budget (£,000s)
Children and Families	151,949
Prison Healthcare & Criminal Justice	4,936
Older people	212,110
Addictions	47,604
Carers	1,781
Elderly Mental Health	23,656
Learning Disability	53,394
Physical Disability	27,277
Mental Health	92,313
Homelessness	41,134
Prescribing	129,452
Family Health Service	169,273
Hosted Services	10,122
Other Services	61,307
Total	1,026,308

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

Social Work Services are the lead for the Council's Strategic Plan theme "*a city which looks after its vulnerable people.*" The Council made a number of commitments under this theme, which are detailed at Appendix 1 along with commentary as to progress towards delivery of those commitments.

Single Outcome Agreement (SOA)

The Integration Joint Board's Strategic Plan links directly to the SOA priorities of addressing the City's relationship with alcohol, protecting vulnerable people, Thriving Places and youth employment. Our plan also reflects the SOA principles of early intervention, equality and sustainable change. As a statutory member of the Community Planning Partnership, the Integration Joint Board is well placed to make links with the range of community planning partners to deliver our Strategic Plan and the SOA.

Transformation and Financial Challenge

The Social Work Services contribution to the Council's Transformation Programme for 2017/18 is outlined in the Council's budget. Glasgow City Health and Social Care Partnership also has a transformation programme in place that has been approved by the Glasgow City Integration Joint Board, which incorporates all of the items stated within the Council budget and a number of other programmes to be delivered in partnership between the Council, Health Board and the third and independent sector.

Some of the measures we will take to address the financial changes facing the partnership are:

- Through our Transformation programme, develop more efficient methods of service delivery which focus on outcomes and the needs of patients and service users
- Develop innovative new models of service which support people to live longer in their own homes and communities, with less reliance on hospital and residential care
- Continue the successful programme of work already underway to reduce and ultimately eliminate delayed discharges
- Develop a service model which is focussed on prevention and early intervention, promoting community based supports over residential settings
- Develop a Property Strategy which ensures that our use of property supports the aims of the Integration Joint Board of delivering high-quality, effective services to people in their own communities

Section 3: Key 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 as outlined below:

Early intervention, prevention and harm reduction

We are committed to working with a broad spectrum of city partners to improve the overall health and well-being of the population of Glasgow. We will continue our efforts to promote positive health and well-being, early intervention, prevention and harm reduction. This includes promoting physical activity, acting to reduce exposure to adverse childhood experiences as part of our commitment to 'Getting it Right for Every Child', and improving the physical health of people who live with severe and enduring mental illness. We will seek to ensure that people get the right level of advice and support to maintain independence and minimise the occasions when people engage with services at a point of crisis in their life.

Providing greater self-determination and choice

We are committed to ensuring that service users and their carers are given the opportunity to make their own choices about how they will live their lives and what outcomes they wish to achieve.

Shifting the balance of care

Services have transformed over recent years to shift the balance of care away from institutional, hospital-led services towards services better able to support people in the community and promote recovery and greater independence wherever possible. Glasgow has made significant progress in this area in recent years, and we aim to continue to build on our successes in future years.

Enabling independent living for longer

Work will take place across our all Care Groups to assist people to continue to live healthy, meaningful lives as active members of their community for as long as possible.

Public Protection

We will work to ensure that people, particularly the most vulnerable, are kept safe from harm and that risks to individuals or groups are identified and managed appropriately.

Section 4: Benchmarking, Inspection and Equalities

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

The Local Government Benchmarking Framework (LGBF) was approved by the Operational Delivery Scrutiny Committee on 22 May 2014. The LGBF is used by Audit Scotland to compare all 32 Scottish local authorities against a suit of statutory performance measures used by Audit Scotland to understand how the Council is performing in its duty to deliver Best Value.

Social Work Service is a member of the Health and Social Care Benchmarking Network (formerly known as the Scottish Community Care Benchmarking Network), and engages with quarterly meetings to review practice, policy and outcomes with colleagues from other authorities.

Inspections Undertaken, Grades Awarded and Requirements

A number of inspections have been carried out in the city during the course of the last year, and where required, any recommendations for improvement are being progressed by the HSCP and/or our partners. Details of these inspections along with recommendations made are summarised below.

Care Inspectorate Gradings for Glasgow City HSCP Registered Services

The Care Inspectorate undertook both scheduled and unscheduled inspections across 42 services during 2016/17. The overall quality of care was assessed as 'good' or better (Grade 4 and above in each Quality Theme) in 38 (90.5%) of these services between April 2016 and March 2017.

The following table details the grades achieved for Glasgow City HSCP services which were inspected by the Care Inspectorate between April 2016 and March 2017, 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:

www.careinspectorate.com/index.php

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)						
Forfar Avenue	08/09/2016	4	4	5	5	0
Hawthorn House	31/01/2017	4	6	4	5	2
Crossmyloof Care Home	21/02/2017	3	3	4	3	1
Davislea Home For The Elderly	21/07/2016	4	4	5	5	0
Drumry House	22/07/2016	4	5	4	4	0
Rannoch House	08/09/2016	5	4	4	4	0
Orchard Grove House	09/02/17	5	5	5	5	0
Fulton Lodge	31/03/2017	5	4	5	4	0
Loancroft House	30/03/2017	5	4	4	5	0
Peter McEachran House	30/03/2017	4	4	4	4	0
Day Care Centres						
Carlton Centre	30/04/2016	4	4	4	4	0
Purdon Street Day Care	27/05/2016	5	5	5	5	0
Muirhead Road	22/07/2016	5	5	5	5	0
Mallaig Road	08/12/2016	5	5	4	4	0
Orchard Grove Day Care	02/11/2016	5	5	6	5	0
Residential Children's Units (RCU)						
Airth Drive	07/07/2016	4	4	4	4	0
Crawford Street	24/10/2016	5	4	5	5	1
Wallacewell	29/08/2016	4	4	4	3	1
Dalness	24/06/2016	5	4	5	4	0
Kempsthor	25/08/2016	5	5	5	5	0
Monreith Road	03/11/2016	4	4	4	4	1
Newark Drive	17/10/2016	5	5	5	5	0

Norse Road	28/10/2016	4	4	4	4	0
Crossbank Crescent	20/07/2016	4	4	4	4	0
Plenshin Court	30/09/2016	5	5	5	5	0
Hamilton Park Avenue	01/07/2016	5	4	4	4	0
Wellhouse	03/06/2016	4	4	5	3	0
Milncroft Road	12/10/2016	5	5	5	5	0
Seamill Street	11/01/2017	5	4	4	4	0
Eriboll Crescent	16/03/17	5	5	5	5	0
Broomfield Crescent	01/03/2017	5	5	5	6	0
Chaplet Avenue	16/03/2017	4	5	4	5	0
Hinshaw Street	16/03/2017	3	5	4	3	0
Main Street	01/03/2017	5	5	5	5	0
Netherton	28/03/2017	5	5	5	5	0
Homelessness Emergency/Assessment Centres (1, 2 & 3)						
The Chara Centre (1)	17/06/2016	5	not assessed	5	5	0
Elder Street (2)	08/06/2016	6	not assessed	5	6	0
Clyde Place (3)	23/06/2016	5	not assessed	5	5	0
Other Services						
Petershill Road Community Support Project	14/07/2016	5	not assessed	4	4	0
Glasgow City Adoption Service	02/03/2017	4	not assessed	4	4	0
Glasgow City Fostering Service	02/03/2017	4	not assessed	4	4	0
Supported Carers Service	27/03/2017	5	not assessed	4	4	0

A breakdown of inspection grades by service area for 2016/17 is provided below. This table shows that every Day Care Centre, Homelessness Emergency/Assessment Centre and Other Service Area inspected during 2016/17 were graded 4 and above in each Quality Theme.

Service Area (Number of Units)	% of Services graded 'good' or better* across all quality themes
Care Homes (Older People) (10)	90%
Day Care Centres (5)	100%
Children's Residential Units (20)	85%
Homelessness Emergency/Assessment Centres (3)	100%
Other Service Area (4)	100%

*Grade 4 and above

Integrated Children's Services Inspection

An Inspection of Children's Services within the Community Planning Partnership (CPP) led by the Care Inspectorate was carried out between November 2016 and February 2017, with input from education, health, social work and the police. The inspection looked at how our services are led, planned and organised, and delivered by staff from all organisations involved in the lives of children in the city. Services were assessed in relation to 9 Quality Indicators and grades awarded in relation to each of these are summarised in the following table.

How well are the lives of children and young people improving?	
Improvements in the wellbeing of children and young people	Very good
Impact on children and young people	Very good
Impact on families	Good
How well are partners working together to improve the lives of children, young people and families?	
Providing help and support at an early stage	Good
Assessing and responding to risks and needs	Adequate
Planning for individual children and young people	Adequate
Planning and improving services	Good

Participation of children, young people, families and other stakeholders	Good
How good is the leadership and direction of services for children and young people?	
Leadership of improvement and change	Very good

Key to Grading: **Excellent** - outstanding, sector leading, **Very good** - major strengths, **Good** - important strengths with some areas for improvement, **Adequate** - strengths just outweigh weaknesses, **Weak** - important weaknesses, **Unsatisfactory** major weaknesses

The full report, which highlights particular strengths that are making a positive difference for children and young people in Glasgow, and notes areas for further improvement, can be accessed at the link below.

- [Children and Young People Joint Inspection Report](#)

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 March 2016 and March 2017 and submitted through the Social Work Professional Governance Board is listed in the following table.

Audit/Self-Evaluation	Service Area	Completion Date
Self-Evaluation	Families for Children Adoption service	March 2016
Self-Evaluation	North East Children and Families Children's safeguards	March 2016
Audit	Re-Audit Permanence Planning for Children	May 2016
Audit	Report on Eligibility Criteria	May 2016
Multi agency Self-Evaluation	Tripartite Adult Support and Protection Audit: Social Work, Health and Police Scotland	June 2016
Audit	Countersigning Practice	July 2016

Audit	Housing Options (Homelessness)	August 2016
Self Evaluation	South Area Child's Plan	March 2017

Equalities

The Glasgow City Health and Social Care Partnership is committed to championing and promoting equalities within Health and Social Care Services in Glasgow. The Glasgow City Integration Joint Board, as a devolved public body, has its own set of Equalities Outcomes which are published at <https://www.glasgow.gov.uk/index.aspx?articleid=19406>

Section 5: Past Performance

Performance reporting for Social Work Services is now encompassed with the HSCP's annual performance report, which is available at <https://glasgowcity.hscp.scot/annual-performance-report>. A number of particular highlights regarding service quality and performance are identified below.

Older People

Intermediate Care

During 2016/2017, we continued to develop the role of intermediate care in the city, implementing a tender process and commissioning 90 beds city-wide. A model of medical and nursing care to support the outcome of the tender process has also been introduced, and we have implemented new practice guidance regarding Adults with Incapacity (AWI) across all current units.

The impact of the intermediate care beds is demonstrated in the trends in the total number of bed days lost to delayed discharge. For the city as a whole, there was a significant reduction between 2014/15 and 2015/16 (from 38,152 to 21,288) and this has continued into 2016/17, with bed days lost falling to 15,557.

Supported Living

Alongside the development of intermediate care, 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, and have also made additional investment into aids and equipment. We aim 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. Currently, there are 576 older people in receipt of Supported Living packages and we will continue to seek to expand this over the coming year

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. Within Glasgow, we agreed an ACP model in August 2016 and developed an accompanying suite of material including practice guidance, service user information and a Personal Plan proforma. The model has been promoted across the partnership with awareness sessions provided to over 900 staff. Work has also been undertaken with partners to look at how ACPs can be supported by the third sector.

During the course of the year, the number of service users with community services led Anticipatory Care plans has risen steadily to 484, exceeding the performance target set for this model (360), which has been increased to 720 for 2017/18.

Carers

During 2016-17, 3,101 new carers were identified, a slight increase on the 2015/16 figure of 2,895 new carers. It is believed that we have reached a natural plateau of approximately 3,000, having increased year on year between 2011/12 and 2014/15, although part of this increase may be explained by the more consistent recording methods used since 2014.

Over the course of 2016/17 881 carers attended a range of training and group sessions to support them to support the person they care for. Work has also been undertaken over the last year with Education to develop a range of promotional materials aimed at young people, resources to help teachers to identify young carers, and to develop a young carer support pathway from schools to young carer support services. 216 young carers were referred in 2016/17 and the impact of these initiatives upon these numbers will be closely monitored going forward.

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 2016/17 (87%)

Telecare

Another strand of our accommodation based strategy is the ongoing development and expansion of telecare solutions, which are pivotal in enabling individuals to live as independently and safely as possible within their own homes. Throughout 2016/17 there has been a significant increase in the uptake of both traditional telecare equipment (Basic), as well as more sophisticated technology (Advanced) designed to track older people's movements and provide families with peace of mind when an older relative is at risk of wandering as a result of dementia.

In recognition of the further work that is required to fully optimise telecare for the citizens of Glasgow, a full diagnostic review of our current telecare provision was undertaken in 2016/17. A number of recommendations for improvement were made. These included a redesign of the operating model, process and governance arrangements, establishing a new brand for care and technology across the city, and reviewing the funding model for the service, including the charging policy. We will continue to progress these recommendations during 2017/18.

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 2017, a total of 2,828 adult service users were in receipt of personalised social care services, an increase of 3.4% since March 2016. Children with disabilities in receipt of personalised services rose by 14% over the same period (from 117 to 133). At the end of March 2017, 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

During the year, we continued to deliver and support partners to deliver a range of activities designed to promote positive mental health and wellbeing amongst children, young people and adults, in line with NHS Greater Glasgow and Clyde's Healthy Minds Framework and the Child and Youth Mental Health Improvement Framework. Two new services have commenced.

Firstly, the EU-funded Aye Mind digital development programme for youth mental health, which was launched in June 2016. Local services worked with young people aged 13 to 21 to develop a range of resources for harnessing internet, social media and mobile technologies, to create and share a wide range of resources to promote youth wellbeing.

A new stress service, Lifelink, was also commissioned in April 2016 with the new youth service opening in July 2017, which works with young people aged from 11 to 18 to help them develop the emotional tools and capabilities to deal with life's challenges. Lifelink offers 1:1 counselling, group work and courses. Over the course of the year, over 400 young people have accessed the service, while over 5,000 adults have accessed the adult counselling services.

Homelessness

The Homelessness Strategy includes a strong commitment to further develop the Housing First approach across the city. The aim is to rebalance existing accommodation provision within homelessness services, moving from institutional to mainstream living, and increasing capacity within a community based Housing First model. Transition funding was provisionally agreed in 2016/17, with potential capital investment of up to £12 million sourced from external funding, as a result of the strengthened partnership approach developed with the third and independent sectors.

There continues to be a focus within homeless services on harm reduction for people with multiple/complex needs. The existing City Ambition Network (CAN), a collaborative project operated jointly with a range of voluntary sector partners, has secured additional external funding, enabling the service to be extended to 50 service users, identified through the Winter Shelter and street team service (Rough Sleepers and Vulnerable People service, RSVP). As a result of collaborative working, through deployment of Homelessness Services staff to work alongside the voluntary sector Winter Shelter team, a pilot initiative to provide a multi-agency city centre hub has been agreed, with the CAN project working in partnership with the HSCP, to offer a wide range of interventions and support for the City Centre homeless population. This initiative will help to inform new ways of working, and strengthen the partnership with voluntary/independent sector providers as part of the emerging HSCP strategy for vulnerable adults.

Suicide Prevention

Glasgow City Choose Life Working Group has continued to lead a multi-agency initiative aimed at reducing self-harm and suicide, working collaboratively and sharing good practice with other partnerships across NHS Greater Glasgow and Clyde. Suicide prevention training has now been undertaken by over 10,000 workers in Glasgow from a range of services including mental health, addictions, children's residential units, school nursing, education, housing, money advice services, and violence against women support programmes.

A decade ago, Glasgow had one of the highest suicide rates in Scotland, but the latest data for the period 2011-15 shows Glasgow at the same level as the Scottish average. The significant reduction, particularly in the last five years is welcomed and all partners wish to see the rates continue to decline.

Children's Services

Kinship Care

Currently, approximately 1,300 children are in kinship care across the city. Many of these children would have been directly looked after by the Council without these arrangements in place. 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.

In the past 12 months we have enhanced the level of support offered by Quarriers in recognition of the quality of their work and their ability to engage directly with kinship carers, in keeping with the expectations of community voluntary engagement. This new initiative compliments the introduction of Family Group Decision Making (FGDM), which has a proven record of improving kinship stability and quality of placement, as well as reducing the need for longer term statutory involvement. We have also been selected as one of two local authorities within Scotland to participate in a national research trial focusing on the 'Life Long Links' (LLL) model of practice, which uses genealogy and extended family networking searches to ensure all available sense of family connectedness remains at centre of our practice. Both FGDM and LLL are being reviewed closely, with designated research and development resources in place and an interim evaluation will be available from September 2017.

As part of the transformation of children's services we are moving away from children and young people being placed in high cost placements to shift that funding into community based services, which keep families together and works to prevent crisis situations. This work is showing good outcomes already, with the number of children in high costs placements significantly down on the previous year, falling from 116 to 90 during the course of 2016/17.

Welfare Rights and Income Maximisation

Our Income Maximisation Team continue to ensure that service users are receiving all relevant benefits which they are entitled to. This in turn enables them to contribute to the cost of their care package. A new recording system to measure the increases in benefit income was introduced in August 2016. Between August and the end of March, the service made 697 successful claims for different benefits generating an additional £1.9m in ongoing benefit and £1 million in backdated awards as shown in the table below. On a pro-rata basis, if replicated over a 12 month period, this would equate to over £4.43 million.

Period	Arrears	Annual Additional Benefit	Combined
Aug 16 to Mar 16	£1.00 million	£1.95 million	£2.95 million
12 month equivalent	£1.50 million	£2.92 million	£4.43 million

In 2016 Welfare Rights staff also represented clients at 971 social security appeal tribunals. 53% of the appeals related to disability benefit appeals and 40% related to incapacity for work. The overall success rate for the concluded appeals was 66% resulting in a total gain of £4 million which represents an average annual gain per successful appeal of £7,300.




We also invested £400k in financial advice services in Glasgow to receive referrals from any of our NHS and GP Practice based staff throughout the city, including our 'Healthier Wealthier Children' service, which enables midwives and health visitors to support families to prevent and reduce child poverty wherever possible. During the course of 2016/17, over 3,000 patients benefitted directly from these services.


Employability



Health and Social care service users are the priority target group for both UK and Scottish Government employability efforts. In the last year, we commissioned an independent review of the employability programmes delivered or commissioned through health and social care services. The review made a number of recommendations for improvement, and found services to be cost effective and to be performing comparably with wider employability services in the city.

During 2016/17, we invested around £2.5m within 16 projects spanning a number of service areas, including mental health, addictions, health improvement, leaving care services and learning disability. As a result, approximately 2,700 service users/patients were supported through employability services, with strong performance in supporting people into work.



Appendix 1 Council Strategic Plan - Vulnerable People Theme



Strategic Plan Ref.	Commitment/Update	RAG Status	Status/ Completion Date
Improve outcomes and prospects for our looked after and accommodated children and young people			
4.01	<p>Kinship Carers – increase payments by 5% by 2015/16. We increased payments to kinship carers by 7% in 2013/14; this increase was paid as an additional £200 per child paid in November (equivalent to an additional 4 weeks payment to cover Christmas, holidays and birthdays).</p> <p>Following legal challenge by the Equalities and Human Rights Commission (EHRC), Councils have had to move to a policy of “local parity” of allowances between eligible Kinship Carers and Foster Carers. The Scottish Government announced funding of £10.1m per annum to support this, with the requirement that payments be backdated to 1st October 2015. Glasgow received £1.54m of this additional funding whilst estimating the additional costs associated with this change to be in the region of £4m per annum.</p>	G	Commitment met: ongoing 
4.02	<p>Continue to intervene early and robustly to protect children During 2016/17 we provided child protection services for 1,045 children, slightly fewer than the previous 12 months (2015/16 - 1,159).</p> <p>Children from the most deprived areas make up a large proportion of this number. All children receiving a child protection service are allocated a social worker and an outcome-focused Child Protection Plan. This plan is based on the national approach set out by the Scottish Government called “Getting it Right for Every Child” (GIRFEC), ensuring that all children have consistent and coordinated support.</p>	G	Commitment met: ongoing 
4.03	<p>Guarantee a job or college place for all children leaving care. At the end of June 2017 just over 65% of our young people receiving a leaving care service were in employment, education or training, falling short of our target of 75%. This issue has been highlighted to Senior Management and improvement actions have been put in place.</p> <p>Find innovative ways to support them to sustain the place and to attend college or training. Leaving Care Services (LCS) have developed a range of holistic employability supports for care leavers including the Care Leavers Employment Service (CLES), the CLES Coreskills programme, the Launchpad training programme, and the Housing and Employment Service (HES).</p>	A	Commitment has not yet been met fully 




Strategic Plan Ref.	Commitment/Update	RAG Status	Status/ Completion Date
	<p>LCS Employability Services supported a total of 168 young care leavers during 2016/17. A breakdown of the gender and ethnicity of these young people is as follows: 99 male, 68 female, 1 transgender; 6 were BME young people. LCS also delivered a total of 47 jobs during 2016/17 and continue to support these young people to sustain this employment; 25 (53%) had sustained their employment for 26 weeks or more.</p>		
Reduce health inequalities between neighbourhoods and between Glasgow and the rest of Scotland			
<p>4.04</p>	<p>Work in partnership with the Health Board to tackle health inequalities. Glasgow City Council and NHS Greater Glasgow and Clyde continue to deliver the actions identified in the Glasgow Tobacco Strategy 2015 -17. The majority of actions are on schedule, with the remaining prioritised during the past 12 months.. Clear progress has been made including improved third sector engagement, involvement of young people in the ASSIST (A Stop Smoking In Schools Trial) peer education programme, targeted activity to reduce second-hand smoke in the homes of those in the most deprived areas and implementation of smoke-free grounds. A Full Report of Tobacco Strategy Progress can be found at the link below.</p> <p>http://www.glasgow.gov.uk/CouncillorsandCommittees/viewSelectedDocument.asp?c=P62AFQDNT1Z3T181Z3</p>	<p>G</p>	<p>Commitment met: ongoing</p> <p style="text-align: center;"></p>
<p>4.05</p>	<p>Develop and improve the quality and consistency of the health and social care services provided to adults and children by integrating the council's and those of NHS Greater Glasgow and Clyde. This commitment is one of the strategic priorities added when the plan was refreshed in 2015.</p> <p>A. Health and Social Care Integration The Glasgow City Integration Joint Board (IJB) was legally established by Order of the Scottish Ministers in February 2016 and held its first meeting on 8 February. The IJB is made up of 8 Elected Members from Glasgow City Council, 8 Non-Executive Directors from NHS Greater Glasgow and Clyde Health Board, a range of professional advisors, and individuals</p>	<p>G</p>	<p>Commitment met:</p>



Strategic Plan Ref.	Commitment/Update	RAG Status	Status/ Completion Date
	<p>representing the interests of health and social care service users and patients, carers, the third sector and the independent sector. Almost all of the Council's social care functions are now delegated to the IJB, along with a number of housing functions, meaning that responsibility for strategic decision making in relation to those functions now rests with the IJB rather than the Council. A similar range of functions are delegated to the IJB by the Health Board.</p> <p>B. Strategic Plan Update</p> <p>The Integration Joint Board is responsible for developing a Strategic Plan for integrated health and social care services, and directs the Council and Health Board as to how to deliver those services. The Integration Joint Board approved their Strategic Plan on 21 March 2016, and it come into effect on 1 April 2016. The plan covers a three-year period as required by statute, and outlines the vision for integrated health and social care services in Glasgow over the next 10 years. The aim of the Strategic Plan can be summarised as:</p> <p><i>“The Glasgow City Integration Joint Board is committed to ensuring that the people of Glasgow will get the health and social care services they need at the right time, the right place and from the right person.</i></p> <p><i>We want to improve outcomes and reduce inequalities by providing easily accessible, relevant, effective and efficient services in local communities where possible and with a focus on anticipatory care, prevention and early intervention. We need to become less of a dependency based (and dependency creating) service, to one that delivers outcomes and is focussed on achieving the best possible outcomes for our population, service users and carers.</i></p> <p><i>We believe that services should be person centred and enabling, should be evidence based and acknowledge risk. We want our population to feel able to not only access and use health and social care services, but to participate fully as a key partner in the planning, review and design of services which support and enable people to lead the lives they want.</i></p>	G	2015/16  Commitment met: 2016 


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	<p><i>When we have achieved our ambitions, patients, service users and carers will see an improvement in the quality and continuity of our services, and have smoother transitions between services and partner agencies. There will be clear points of access to health and social care services and clear routes through the system, and far less of a need to give the same information to multiple health and care professionals. People will live longer, healthier lives in their own homes and communities, with access to and use of health and social care services seen as a means to an end, rather than an end in itself.”</i></p> <p>The key priorities outlined in the Strategic Plan are:</p> <ul style="list-style-type: none"> • Early intervention, prevention and harm reduction • Providing greater self-determination and choice • Shifting the balance of care (from institutional, hospital-led services towards support in the community) • Enabling independent living for longer • Public Protection <p>The full Glasgow City Integration Joint Board Strategic Plan for 2016-19 and the Annual Performance Report for 2016/17 are available at the following links below:</p> <p>https://www.glasgow.gov.uk/CHttpHandler.ashx?id=33418&p=0</p> <p>https://glasgowcity.hscp.scot/annual-performance-report</p>		
4.06	<p>Continue to work with referred young people with alcohol problems:</p> <p>A. Work with social landlords to reduce anti-social behaviour and where necessary take action against underage drinkers and their families.</p> <p>Community Services Glasgow (CSG) continues to work in partnership with 24 RSL’s across the city to address anti-social behaviour (ASB). During the period October 2015 - March 2016</p>		



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4.07	<p>Continue to tackle the health problems related to over-consumption and provision of alcohol:</p> <p>A. By working with community planning partners to change the culture in Glasgow around alcohol and excessive drinking</p> <p>B. Reduce the availability and consumption of alcohol and drugs</p> <p>The alcohol priority is the subject of an annual report by the Alcohol and Drugs Partnership (ADP) to the CPP Strategic Board. A range of performance measures was agreed in 2015 to monitor progress against outcomes over a 10 year period.</p> <p>The baseline outcome measures are available at the link below:</p> <p>https://www.glasgowcpp.org.uk/performance The ADP produce an annual report for the Scottish Government which includes detailed performance data trends and comparisons against other parts of Scotland. The report provides an update on 51 performance indicators including 38 national indicators and an additional 13 local indicators. The full report is available:</p> <p>https://www.glasgow.gov.uk/index.aspx?articleid=18428</p> <p>Some highlights from the Annual Report:</p> <ul style="list-style-type: none"> • In 2015/16 we exceeded our target (13,085) for Alcohol Brief Interventions; delivering 15,979 across Glasgow. This was a 8% increase on the number delivered in the previous 12 months (2014/15, 14,797). • Glasgow continues to deliver on the national waiting times target for alcohol services. The national target is 90% of people seen within 3 weeks between referral and commencement of treatment; 97% met this target in the last quarter of 2016/17. • Glasgow has re-organised its jointly-delivered alcohol (and drug) services alongside NHS GGC. It has also tendered out its third sector 'recovery' services. This will see a whole systems change to how services are organised and delivered across the city. 	G	<p>Commitment met: ongoing</p> <p></p> <p>Commitment met: ongoing</p> <p></p>




Strategic Plan Ref.	Commitment/Update	RAG Status	Status/ Completion Date
4.08	<p>Continue to work with schools to reduce smoking amongst young people</p> <p>Tobacco Education programmes are available for use by staff in primary and secondary schools. <i>Trade Winds</i> (Primary) and <i>Smoke Free 4 Me</i> (Secondary) programmes are linked to the Curriculum for Excellence and use inter-disciplinary approaches to consider Tobacco Education across a range of curricular areas.</p> <p>The Substance Misuse Toolkit, a resource available to staff working with children and young people in educational establishments is currently being relocated to an NHS website.</p> <p>The ASSIST pilot, funded by the Scottish Government, is continuing in 7 secondary schools. This pilot is being evaluated by the University of Stirling.. An interim report has been published recently and can be found at the link below: http://www.gov.scot/Topics/Health/Services/Smoking/ASSIST</p>	G	<p>Commitment met: ongoing</p> 
4.09	<p>Work with NHS Greater Glasgow and Clyde (NHSGGC), the Scottish Association for Mental Health and the Glasgow Association for Mental Health to protect and nurture people's mental health:</p> <p>A. Joint GCC and NHSGGC Advocacy The current joint GCC and NHSGGC advocacy services tender (which includes mental health services) came to an end at the end of July this year. A retendering exercise, led by NHSGGC, concluded in December 2016. The services provided are monitored jointly with NHSGGC; monitoring includes the number of individuals accessing the service, a breakdown of age, gender, ethnicity and referral source, and the number of Adult Support and Protection (ASP) enquiries/investigations.</p> <p>B. Ensure rehabilitation and care and that there are employment opportunities GCC Social Work Department delivers a range of rehabilitation and care services to approximately 1,500 service users in the City. Through a number of Service Providers we deliver a weekly average of 4,953 hours of support to approximately 450 individuals who live in their own Homes. This support ranges from 1 hour to 24 hour support. In addition we</p>	G	<p>Commitment met: ongoing</p> 



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	<p>support 160 services users in Mental Health care homes across the city. These services provide care and support on a 24 hr. basis. We also provide rehabilitation and care to approximately 900 service users in preventative services that operate within GP surgeries and Community Mental Health Teams. The purpose of all of these services is to maximise the recovery and independence of all the individuals who use these services.</p> <p>Social Work Services have recently tendered for employability type support for Mental Health service users. The outcome of this is that there is now a list of Providers across the city that can provide support to assist mental health service users back onto the employability pathway. In addition, mental health service users aged 16-65 may be referred to the Bridging Service. This service was provided until November 2016 by Jobs and Business Glasgow (JBG) and since then has been provided by Momentum Glasgow. The service provides citywide, client-centred, holistic advice and support to individuals referred by professionals from Health, Social Work and commissioned services. They provide tailored support at a pace that suits an individual's needs. They help build structure and routine into an individual's life, help increase confidence and self-esteem, provide opportunities for personal development, and access to local support services. All of this can support an individual to move into employment, education, training or voluntary work.</p> <p>C. Mental health is considered in local housing policies</p> <p>During 2016 Development and Regeneration Services consulted on a range of issues to ensure that the new Glasgow Housing Strategy (GHS) reflects the views of our partners and communities. The updated strategy will cover the period 2017-2022 and mental health issues will be reflected as part of the Equality Impact Assessment (EqIA).</p>	G	<p>Commitment met: ongoing</p> <p></p> <p>Commitment met: ongoing</p> <p></p>
Support more people to live independently at home, when they choose to do so.			
4.10	<p>Develop an Independent Living Strategy with the Glasgow Disability Alliance</p> <p>The Glasgow Independent Living Strategy (ILS) was approved in 2015. An operational group of partner agencies has been established and in addition sub groups have been set up to take forward work on specific themes such as employability and learning, unmet need and financial inclusion. During 2015/16 two events took place involving disabled service users and staff</p>	G	<p>Commitment met: 2015</p> <p></p>




Strategic Plan Ref.	Commitment/Update	RAG Status	Status/ Completion Date
	<p>from the Department for Work and Pensions (DWP) to explore issues around the barriers faced by disabled people accessing DWP services. An extensive exercise to map resources to highlight barriers faced by disabled people in Glasgow has been undertaken. This mapping work has also been used to inform an employability pipeline tender being undertaken by DRS. All of the work mentioned above has informed a detailed ILS action plan. In addition, a vision statement for Independent Living in Glasgow has been developed over the past year which all partner agencies have agreed to sign up to.</p>		
4.11	<p>Make sure more people are able to live at home or in the community independently, when it is safe for them to do so:</p> <p>A. Reablement</p> <p>The Reablement Homecare service is one of the strategies we are using to ensure that more older people are able to live more independently in their own homes. The Reablement Service started in October 2011 and is now on-going.</p> <p>During 15/16 there were 3,456 referrals to the Reablement service with 81% (2,792) either completing or partially completing the service. 40% (1,127) of those Service Users who completed Reablement required no further homecare service. If these 1,127 clients had remained on mainstream home care services the additional annual cost would have been around £7.0m. The other 60% (1,665) of Service Users who moved onto mainstream homecare were mostly on reduced home care packages.</p> <p>An annual survey is carried out by Cordia staff to determine satisfaction levels with the service; in 2014/15 89% of those questioned reported that they were either “<i>satisfied</i>” or “<i>very satisfied</i>” with the service received.</p> <p>B. Personalisation of social care</p> <p>The implementation of the transformational change programme has been completed; Personalisation is now business as usual. At the end of March 2017, a total of 2,828 adult service users were in receipt of personalised social care services, an increase of 3.4% since</p>	G	<p>Commitment met: ongoing</p> <p></p> <p>Commitment met: ongoing</p> <p></p>

Strategic Plan Ref.	Commitment/Update	RAG Status	Status/ Completion Date
	<p>March 2016. Children with disabilities in receipt of personalised services rose by 14% over the same period (from 117 to 133). At the end of March 2017, 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.</p> <p style="text-align: center;">C. Working with housing associations to make sure there is a range of suitable housing and to extend the use of technology to allow people to remain in their homes for longer with support</p> <p><u>Accommodation Based Strategy</u> Engagement with the housing and care sector continues with the ongoing development of the city's Accommodation Based Strategy. This forms part of the HSCP's approach to Transforming Services for Older People. The main purpose is to shift the balance of care by providing appropriate community based supports that will allow more older people to live at home, with a corresponding reduction in the number of older people entering a residential or nursing home.</p> <p>The housing sector is working with the Council, both directly and indirectly, to implement and develop this strategy. One key area is the supply of tenancies for supported accommodation in various areas across the city to support the expansion of Supported Living services for Older People. It is anticipated that this will be one of the primary ways used to successfully shift the balance of care from institutional settings to the community and targets will be set to significantly increase capacity over the next 2 years.</p> <p><u>Assistive Technology</u> The Council successfully secured development funding under the Scottish Government's Technology Enabled Care (TEC) Programme during 2015/16, and have been supported to continue expanding the use of technology within health and social care for the next 2 years. We aim to significantly extend the numbers of people directly benefiting from technology enabled care and support. During the the past 18 months there has been progress in a number of areas in Glasgow including:</p>	G	Commitment met: ongoing 



Strategic Plan Ref.	Commitment/Update	RAG Status	Status/ Completion Date
	<ul style="list-style-type: none"> A significant increase in the uptake of both traditional telecare equipment (Basic telecare), as well as more sophisticated technology (Advanced telecare). In 2016/17 we exceeded our target for increased provision to service users with equipment provided to 2,581 and 835 for Basic and Advanced telecare respectively. Use of GPS technology to track older people's movements and provide families with peace of mind when an older relative is at risk of wandering as a result of dementia. Introduction of 2 localised telecare responder services based in the North and South of the city which have enabled more older people to remain at home safely. <p>In addition to telecare, other assistive technology projects are focusing on the development of sustainable digital platforms, including the use of tablets to provide support for people recently diagnosed with dementia, and the development of App based technology to assist home visiting workers from a range of agencies to identify support options for older people.</p>		
4.12	<p>Fuel Poverty: develop an Affordable Warmth Strategy and continue to provide an affordable warmth dividend of £100 to those aged 80 years and over The Council's Affordable Warmth Dividend for the winter of 2015/16 was taken up by 13,759 residents aged over 80.</p> <p>An Affordable Warmth Strategy for the city is currently being drafted as part of the new Local Housing Strategy. The Council continues to administer the largest programme for improving domestic energy efficiency in Scotland, through a combination of national and local funding, and in partnership with social housing providers and owner-occupiers.</p>	G	Commitment met: ongoing 
4.13	<p>Appoint a carers board The Carers Reference Group (CRG), set up in 2013, continues to meet 6 times per annum. The Executive member for social care attends these meetings. The CRG are currently in the process of reviewing and updating their workplan for 2016/17. A new Carer Champion was appointed in January 2016 and is currently working with CRG to develop its membership and representation within HSCP Planning structures. This forum continued to meet until 2017.</p>	G	Commitment met: ongoing 
4.14	<p>Introduce a Carer's Card with discounts and entitlements to services The Carer's Card was launched in September 2013, and to date almost 13,000 cards have</p>	G	Commitment met:


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	<p>been issued. The Carer's Card provides unpaid carers, including kinship carers, with access to a range of discounts on services and activities. Further details can be found on the Glasgow website at https://www.glasgow.gov.uk/index.aspx?articleid=19252.</p> <p>The Carers' Card also entitles carers to access free training courses provided by Cordia. Examples of recently provided courses include <i>Moving with Assistance</i>, <i>Basic First Aid</i>, and <i>Nutrition</i>.</p>		<p>ongoing</p> <p></p>
Build strong and resilient neighbourhoods and communities			
4.15	<p>Continue to target gang violence and alcohol-fuelled anti-social behaviour CSG continues to work closely with Police Scotland and other partners to tackle violent crime and antisocial behaviour across the city.</p> <p>CSG continues to identify and work with problematic young people and encourage them to participate in our Choiceworks Programme and other intervention activities.</p> <p>Over the last 2 years, key agencies met monthly as part of a multi-agency tasking and coordinating (MATAC) process. This process aims to tackle priority areas and issues across the city. Once an area has been identified, a joint action plan is created to focus resources from all agencies to address the issues identified.</p> <p>Resources can include, community enforcement officers, public space CCTV and youth diversionary activity and extra police patrols. This approach also ensures that agencies target offenders effectively and provide support to victims of antisocial behaviour. The resources are continually deployed into the areas until there has been a reduction in levels of antisocial behaviour and an increase in public confidence. The intelligence led approach also ensures that effective plans are in place to tackle seasonal and forecasted issues such as gang behaviour, fire setting and city centre disorder.</p>	G	<p>Commitment met: ongoing</p> <p></p>
4.16	<p>Fund an additional 100 police officers to work in local neighbourhoods. Delivery of this commitment is via Police Scotland. This initiative continues under previous investment by the council and its community planning partners. Community Police Officers work in partnership to tackle local community issues and achieve agreed outcomes.</p>	G	<p>Commitment met: ongoing</p> <p></p>


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4.17	<p>Provide a response to anti-social behaviour that identifies and targets areas within our city in our 21 wards where we need to take action as a priority. Community Safety Glasgow's Priority Planning framework is the key internal process that ensures the organisation delivers services in priority areas and addresses issues at a multimember ward level.</p> <p>CSG host a quarterly Strategic Priority Planning meeting with Police Scotland to ensure that antisocial behaviour is being reduced across Glasgow. The strategic approach utilises trend analysis based on seasonal activity to deter antisocial behaviour issues likely to impact on community safety including fire setting, outdoor drinking, noise nuisance as well as addressing emerging issues.</p> <p>Each ward area has a ward manager who is responsible for supporting the coordination of service responses into that area and is a point of contact for elected members, other council departments and partner agencies.</p>	G	<p>Commitment met: ongoing</p> 
4.18	<p>Community payback orders:</p> <p>A. Monitor those who have alcohol-related offences</p> <p><i>Alcohol related</i> is not one of the categories against which an offence is recorded - the offence itself being for example, domestic abuse or sexual offences, rather than alcohol per se. There is no basis in law on which to determine whether an offence was alcohol related or not and as such it cannot be monitored.</p> <p>B. Introduce a programme to clean and maintain residential back lanes.</p> <p>An on-going rolling programme of lane cleaning has been implemented across lanes in the 3 areas of the city – North East, North West and South. This work is carried out by CSG Community Payback Teams. Local LES Depot Managers assist in coordinating the work. 8 weekly updates on which areas have been cleaned are reported to LES Strategic Projects Group.</p>	G	<p>Commitment met: ongoing</p> 

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4.19	<p>Work with Police Scotland to improve and increase the use of test purchasing We continue to work in partnership with Police Scotland to increase the use of test purchasing, to ensure that retailers do not sell alcohol to people who are under-age. Only a small number of businesses fail the test purchasing and when this happens the Licensing Board takes appropriate action. In 2014, 36 test purchases were carried out and one business failed. In 2015, there were 57 test purchases and one business failed.</p>	G	Commitment met: ongoing 
4.20	<p>Continue to improve how people can report hate crime CSG continue to raise awareness among those who are most vulnerable to hate crime and make it easier for victims to report any incident. It is generally accepted that this crime is often unreported and therefore any figures may underestimate the problem. We have made it easier to report hate crime by increasing the number of locations where incidents of hate crime may be reported (third-party reporting centres). We have increased the number of these from 48 in 2012/13 to 67 in 2015/16. CSG coordinated the Hate Crime Awareness Week in October 2015. This was centred in Central Station to coincide with the station becoming a third-party reporting centre. The launch was promoted on social media and there was TV and press coverage in addition to advertisements on the Glasgow subway and First buses.</p> <p>CSG continues to provide capacity building and awareness training in respect of hate crime.</p>	G	Commitment met: ongoing 
4.21	<p>Work with the police and other partners to make sure we have effective responses to domestic abuse We continue to work with Police Scotland and other partners to ensure that we have effective responses to domestic abuse.</p> <p>Full co-location is established between CSG's ASSIST (Advocacy, Support, Safety, Information, Services Together) , Domestic Abuse services, Police Scotland Greater Glasgow's Domestic Abuse Investigation Unit and the National Domestic Abuse Task Force (West) within Eastgate. Regular meetings ensure the setting of joint priorities. Partnership working and the creation of a consistent, coordinated community response is at the heart of</p>	G	Commitment met: ongoing 


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	<p>the ethos of ASSIST. Support is available to all female and male clients who fulfil the service criteria. Using the SafeLives DASH Risk Indicator Checklist, clients at high risk of further harm receive a more focused service and are case managed until risk is reduced or they leave the service.</p> <p>ASSIST is at the heart of dynamic multi-agency partnerships including Police Scotland, the Crown Office and Procurator Fiscal Service (COPFS), Victim Information and Advice (VIA), Women’s Aid, Social Work Services, Education, Health, Victim Support Scotland (VSS), Children 1st and many other agencies. These multi-agency relationships are characterised by enhanced information sharing that permits improved risk assessment and safety planning. ASSIST’s coordination role ensures that partner agencies working with victims of domestic abuse can provide the most efficient and appropriate service possible, and places the victim at the centre of the process.</p> <p>Funding from Social Work Services has enabled support work to take place with partners of those undergoing the SW court-mandated Groupwork programme. Discussions are continuing with the hope of providing this service to the partners of high tariff offenders who are not suitable to undergo the Groupwork programme.</p> <p>Glasgow was awarded White Ribbon City status in 2015. As part of the 16 Days of Action against Domestic Violence (Nov/Dec 2015) staff were encouraged to pledge their support for the campaign against violence to women. For following website provides further details in relation to the White Ribbon City status: www.whiteribbonScotland.org.uk.</p>		
4.22	<p>Make sure that within our local communities, our citizens have a good choice of services from shops and premises:</p> <p>A. Appropriate mix of food outlets, with as many as possible supporting our approach to healthy eating</p> <p>The Licensing Board only licence premises that serve food between the hours of 11pm and 5am (aside from street trading such as burger vans). We are not permitted to take into consideration the type of food on offer when determining late hours catering licences.</p>		<p>A and B These could only be delivered if</p>

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	<p>B. No overprovision of betting shops The Gambling Act 2005 specifically excludes the ability of licensing boards to take into account the number and demand for gambling premises; therefore, controlling overprovision is not an issue that the Licensing Board may consider.</p> <p>The Scottish Government has determined not to proceed with an amendment to planning legislation which would have required the grant of planning permission for a change of use of premises from general retail to a betting office. Such an amendment would, potentially, have allowed issues affecting the amenity of the area to be considered in relation to determining whether to grant planning permission in relation to use of premises as a betting office.</p> <p>The Scotland Act 2016 has provided the Scottish Parliament with some limited powers to regulate gaming machines (including fixed odds betting terminals) in betting shops. These new powers will allow the Scottish Government to restrict the number of such machines below the current maximum of 4 per premises, but will only apply to licences granted after the restriction comes into effect.</p> <p>C. Restricted off-sales and early opening of licensed premises The current Licensing Board policy includes an evidence-based pro-active assessment of overprovision, establishing 8 areas in the city where there is a presumption against the grant of further licences, as well as setting out a clear policy that there are generally no circumstances under which early-morning licensed hours would continue to be granted.</p>	G	<p>there were a change in existing legislation.</p> <p>Commitment met: ongoing</p> 
Tackle poverty and deprivation and provide relevant and affordable services for our citizens			
4.23	<p>Further develop credit unions in Glasgow</p> <p>We support the growth of credit unions as a long-term approach to ensuring that people are able to access affordable financial services. Credit unions based in council properties receive a 50% rent reduction and all credit unions in Glasgow have 100% non-domestic rates relief. As a result, Glasgow's credit union sector is the largest and strongest in the UK. Glasgow's 34 credit unions now have over 160,000 members, equivalent to 27% of the population, and collective assets of £242 million. The Future Savers project is a partnership between 13 credit unions and 42 secondary schools. To encourage saving and raise financial awareness, the</p>	G	<p>Commitment met: ongoing</p> 



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	Council provides £10 to each student who signs up to an account and so far, 4,135 pupils have enrolled. This innovative project has been widely replicated across the UK.		
4.24	<p>Provide information on how residents may access and use low-cost ethical lenders such as credit unions.</p> <p>Residents can access information in relation to credit unions in Glasgow using the following website which is hosted and managed by Glasgow City Council: http://www.cucity.co.uk/</p> <p>This website focuses on the considerable financial benefits that people across Glasgow enjoy as credit union members.</p> <p>In addition the GCC website contains a link to the GAIN (Glasgow's Advice and Information Network) website. This website gives free, confidential and impartial advice on a wide range of financial issues including debt, money management, benefits advice, in addition to information about credit unions. For more information visit www.gain4u.org.uk</p>	G	<p>Commitment met: ongoing</p> 
4.25	<p>Accelerate how we tackle poverty and deprivation focusing on action to support lone parents, child poverty, in work poverty and food insecurity. Detailed plans will be brought forward through the Poverty Leadership Panel (PLP).</p> <p>We are committed to accelerating how we tackle poverty and deprivation, and in October 2016 launched the People Make Glasgow Fairer Strategy. This strategy, which is an all age citywide strategy to tackle poverty, was developed with members our Community Activist Panel, who have lived experience of poverty.</p> <p>While the strategy has helped the PLP focus on the challenges and opportunities for some of our most disadvantaged citizens it was not a detailed action plan. This action plan will be developed from the PLP's Priorities Report that was developed following the PLP Planning event in February 2017. The impact that these actions will have on poverty in the city will be recorded by the Glasgow Centre for Population and Health (GCPH) and reported on a quarterly basis at the PLP's Governance meetings and the PLP events with all partners.</p>		



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	<p>Examples of work the PLP has instigated this past year include:</p> <ul style="list-style-type: none"> • Anti-Stigma <i>People Make Glasgow Fairer</i> has been launched via Social Media, with a different theme each month. So far, three themes have been launched: Poverty overview, Lone Parents and Disability. • Phase 2 of the Mutual Mentoring programme that pairs decision makers with citizens of the city who have experienced poverty, has been completed and an evaluation report is planned for the summer of 2017. • All benefit claimants affected by the Benefit Cap have been contacted individually and interviews or home visits have been arranged to ensure that all potential benefits are realised and the impact of the cap is mitigated. • Updated benefit advice booklets were produced and distributed citywide amongst partner organisations on forthcoming changes to the Welfare System. • All in for Parkhead community project; the local community have been involved in a number of activities, which includes: organised litter picks, childrens' events, building and maintaining vegetable beds and production of a short film on the impact on the community on match days at Celtic Park. • All in for Priesthill: The local community group received a grant from the council and Scottish Government that totalled over £4million, to cover the cost of repairs, clean up and installation of security doors and systems predominantly at the "Barratt flats" area. • Navigate volunteers continue to provide advocacy services to citizens with housing issues. • <i>Cost of the School Day</i> report – recommendations from the report have been developed into an action plan. <ul style="list-style-type: none"> ○ Poverty proofing consultations with pupils, parents and staff to audit their own costs, policies and practices and address any barriers identified took place ○ The school clothing grant was increased from £47 to £52 	G	<p>Commitment met: ongoing</p> 



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	<ul style="list-style-type: none"> ○ Pupils who were entitled to the school clothing grant but their parents had not claimed were identified and payments were issued without the need to claim. This resulted in almost 6,000 payments of £52 and 22,000 payments of the increase of £5 issued to all those entitled, resulting in £415k added to the Glasgow economy. ○ Poverty proofing will be included and explicitly identified within school improvement plans ○ Professional Learning opportunities on child poverty, poverty proofing and approaching poverty in the classroom are available to Glasgow primary and secondary schools via CPD Manager. ● <i>Cost of the School Holiday</i> report: a steering group has been established to plan and implement a series of events in schools in the most deprived areas of the city of the summer holidays. ● Fairer Glasgow team established and funded by the European Social Fund (ESF) to provide support to the most disadvantaged citizens in our communities to reduce poverty and exclusion. ● The Wee Glasgow Loan (WGL) was launched as an alternative to high interest payday lenders and high street furniture stores. This was a collaboration between the council, Pollok Credit Union, BCD Credit Union, Wheatley Group and EPIC 360. In the opening 6 months, over 6,000 enquiries were made to the WGL. ● The City Deal In-Work Progression pilot is on track. This £600k programme will see the city work directly with employers and employees in the care sector to identify ways to support their progression. ● Volunteer Glasgow and PLP members facilitated and contributed to the co-design of the first DWP guidance on volunteering for all benefit claimants published by DWP in a single document for the 1st time in 6 ½ years, which addresses some claimants' fears and busting many myths. ● Glasgow's In-Work Support was launched, which provides information on services and products available to those who have just started work and/or are in low paid work. The guidance is in booklet form and on-line via 		

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	<p>Glasgow.gov.uk/iws</p> <ul style="list-style-type: none"> • The Homelessness Easement Card was launched following partnership working with DWP, when we identified that homeless citizens could mistakenly end up claiming the wrong benefit that results in a major impact on their circumstances. • Our citizens advised us that the cost of calling the DWP to claim or query their Universal Credit claims was costing them money as well as impacting on their ability to put forward a claim as often they would run out of credit or battery on their phone. We have installed two Freephones in two libraries selected as pilot sites, Pollokshaws and Possilpark. • Working with colleagues in the Corporate Procurement Unit and Community Planning Partners, we have identified an opportunity to increase the number of community benefits from our procurement contracts and we are looking at a process whereby we can tap into already defined community needs and how these can be applied to the contracts. 		
4.26	<p>Develop a planned response with partners to the national welfare reforms</p> <p>The impact of national welfare reform on the most vulnerable service users requires a planned response with our partners. We work with other agencies such as housing associations to share information and mitigate, where possible, the impact of welfare reform changes on individuals. The Financial Inclusion Partnership (the Council, the NHS Greater Glasgow and Clyde, the Wheatley Housing Group, and financial advice providers) oversees the delivery of financial inclusion services such as accessing funding (e.g. bids for European Social Funding), sharing of information and good practice, and engagement with local and national groups and forums.</p> <p>Some of the ongoing work being undertaken under the auspices of the corporate approach include: The Financial Inclusion Partnership agreed a three-year Financial Inclusion Strategy in April 2015, with £4 million funding from the Council, Greater Glasgow and Clyde NHS, and the Wheatley Group. This supports a network of specialist advice agencies to provide people who may be experiencing in-work poverty with the skills, knowledge and understanding to make best use of products and services. The Glasgow Advice and Information Network</p>		<p>Commitment met: ongoing</p> 

Strategic Plan Ref.	Commitment/Update	RAG Status	Status/ Completion Date
	<p>(GAIN) offers advice and support regarding benefit entitlement and debt matters and this year the network:</p> <ul style="list-style-type: none"> • Supported 30,741 people with 105,631 different issues • Prevented 1,544 clients from becoming homeless • Made £69.2 million in financial benefit for clients, which includes £30 million worth of managed debt <p>The UK Government introduced the Universal Credit single monthly sum to replace the previous system of more frequently paid benefits. The Department of Work and Pensions (DWP) introduced the Universal Credit for single job seekers and those without housing costs in June 2015. The timing for the introduction of Universal Credit to all other claimants has been set for September 2018. We have extended our support to customers claiming the new Universal Credit by offering the following:</p> <ul style="list-style-type: none"> • Glasgow Life has created three digital hubs at Shettleston, Anniesland and Gorbals libraries, where customers are able to receive one-to-one support to complete the new Universal Credit claim form. Besides these hubs, Glasgow Life has also created 16 money advice clinics, 5 Housing Benefit & Council Tax partnerships and 11 co-locations with Jobs and Business Glasgow at libraries to support benefit customers in Glasgow. • Greater Easterhouse Money Advice Project and Money Matters support claimants with complex needs, such as those who receive personal budgeting. <p>We have allocated £23.1 million in crisis grants and community care grants through the Scottish Welfare Fund since 2013. Since its removal in 2013, 12,570 Housing Benefit claims have been affected by the removal of the Spare Room Subsidy (“the Bedroom Tax”). Discretionary Housing Payments provide short-term assistance to Housing Benefit claimants who have a shortfall between their benefit and rental. A total of £8.6 million was allocated to people in 2015/16. The Scottish Government has assured that funding will be available to applicants affected by the Bedroom Tax through 2016/17.</p>	G	

Strategic Plan Ref.	Commitment/Update	RAG Status	Status/ Completion Date
4.27	<p>Make sure our most vulnerable citizens can access advice and information to prevent them being financially excluded, including specifically:</p> <p>A. Helping Heroes Campaign and Armed Forces Covenant Glasgow’s Helping Heroes (GHH) is a financial inclusion initiative which brings together the advice and housing sectors to assist veterans. Since its launch in 2010, GHH has:</p> <ul style="list-style-type: none"> • provided support to 1,713 veterans • providing financial gains of over £1.8m for veterans and their families • supported 1,118 veterans into housing, 1,093 into employment or training, and 478 to gain access to health and addiction services. <p>GCC invests £110k per annum into GHH. Total cost benefit of service in prevention of homelessness and employability is estimated at approximately £30m.</p> <p>B. MacMillan and Long-Term Conditions project</p> <p>The MacMillan and Long-term Conditions Project provides support and assistance to those affected by long-term illness. It has provided over £53.26 million in financial assistance to 21,324 people since it was launched in 2009.</p> <p>Outreaches have been set up at every hospital in Glasgow including: Beatson West of Scotland Cancer Centre, Glasgow Royal Infirmary, Stobhill Hospital, Victory Infirmary and the Queen Elizabeth University Hospital.</p> <p>The MacMillan and Long-term Conditions Service has the benefit of a Housing Professional within the service along with access to the affordable warmth scheme. Further details are provided in the Improving the Cancer Journey section below.</p> <p>C. Improving the Cancer Journey MacMillan also works with us to deliver the Improving Cancer Journey (ICJ) initiative, which</p>	G	<p>Commitment met: ongoing</p> <p></p> <p>Commitment met: ongoing</p> <p></p>

Strategic Plan Ref.	Commitment/Update	RAG Status	Status/ Completion Date
	<p>launched in 2014 to help people facing a diagnosis access services and advice and avoid financial hardship.</p> <p>Since its launch, the Improving the Cancer Journey initiative has contacted more than 5,799 people diagnosed with cancer, to provide them with advice and support. In September 2015, a dedicated housing support professional was seconded from the Wheatley Group to assist people specifically with housing concerns. Since then, 172 referrals have been made, 116 people required housing due to their condition, and 23 people were helped with their homelessness. The Municipal Journal recognised this vital support and awarded the Improving the Cancer Journey a Local Government Achievement Award in 2016 for delivering better outcomes.</p> <p>Recognition and Awards</p> <ul style="list-style-type: none"> • Finalist in MJ Awards 2016 • Finalist in Scottish Charity Awards Perfect Partnerships 2016 • Both ICJ Modern Apprentices where short listed finalists for Modern Apprentice of the Year 2015 • Finalist for MJ Awards 2015 • Winner of Flourish Award Supporting Vulnerable People 2015 <p>Key developments currently being undertaken:</p> <ul style="list-style-type: none"> • ICJ is currently being evaluated by Napier University • SVQ accredited training for ICJ link officers 	G	<p>Commitment met: ongoing</p> 
Deliver local services and neighbourhoods that are informed by our residents' views.			
4.28	<p>Introduce two-year funding to make sure third sector organisations can better plan their services</p> <p>The two-year funding approach was adopted for 2013-14 and 2014-15 with 2 year IGF (Integrated Grant Fund) funding secured for <u>all</u> organisations.</p>		<p>Commitment met: 2014</p> 

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	A further 3 year commitment to IGF funding for 2015-2018 was agreed in principle by the Council Executive Committee in November 2014 for years 2015-16 to 2017-18.	G	
4.29	<p>Review how we consult residents We are committed to listening to the views of residents and stakeholders to ensure we deliver excellent services that are relevant to local needs.</p> <p>We consult with residents once a year through the Glasgow Household Survey, which measures residents' use of and satisfaction with services. The results of the most recent survey show that 68% of our residents are satisfied with the services we provide, up from 63% in 2011 but down slightly on last year's figure of 70%. Further details can be found at the following link: Glasgow Household Survey</p> <p>We made some improvements during the past year to enable more effective consultation with stakeholders and the public. The Consultation Hub on our website contains all surveys carried out by all of our services and we are working to increase the use of the Hub by our arm's length organisations. In 2015, there were 17 surveys or consultations hosted online and over 100 since 2010. We also use an online discussion tool called Dialogue, which allows participants to engage and discuss topics with each other and the council. A series of consultation events on the council's budget was carried out in January and February 2016. Three events across the city attracting a total of 200 people. The online discussion attracted 228 submissions and generated 102 ideas and suggestions. A summary of these responses was reported to the council's Executive Committee in March prior to the budget being agreed.</p>	G	Commitment met: ongoing 
4.30	<p>Roll out community budgeting Community budgeting enables citizens to be more actively involved in planning and decision-making for their area. Following a pilot in libraries last year, we conducted a Community Budgeting exercise across all the community planning area partnerships in April 2016 - £209.5K was awarded to 119 projects decided by residents attending the 21 separate events. Area Partnerships continued to allocate significant funds in a further round of community budgeting in 2016/17; 307 funding applications were received and 192 local projects successfully awarded total funding of £320,800.</p>	G	Commitment met: 2016 

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4.31	<p>Continue to work with and develop our relationships with faith groups Religion and belief is one of the protected characteristics under the Equality Act 2010. Glasgow City Council continues to have dialogue with people of different faiths through the Glasgow Forum of Faiths. It also maintains contact with Interfaith Scotland, which is the national interfaith network.</p>	G	Commitment met: ongoing 