

Statement of Best Practice in Joint Working between Glasgow City Council and Social Housing Providers (No.2)

LOCAL LIAISON ARRANGEMENTS/WORKING TOGETHER

1. Purpose of Statement

To set out arrangements for operational collaboration between Community Health and Care Partnerships (CHCPs), Registered Social Landlords (RSLs), Local Housing Organisations (LHOs) and other interested parties in the field of care and housing (eg other independent sector housing support providers; Glasgow Community Safety Services Ltd). This statement is part of a suite of 13, which can be accessed via Glasgow City Council web site (*insert link*).

2. ESSENTIAL CONNECTION FORUMS

2.1 GCC and RSLs will establish Essential Connections Forums. There will be one Forum for each CHCP area. The Forums will have an operational remit and be officer led (see 2.2 and 2.3 re proposed remit and membership) which is distinct from the more strategic remit of existing Local Housing Forums (remit attached as appendix 3). Their particular purpose will relate to improving joint work between care and housing providers to the benefit of vulnerable households (including households at risk of homelessness).

Each Essential Connections Forum will meet/ have events on a regular basis. Meeting on a quarterly basis is proposed.

Meetings / events of the Essential Connection Forums will require to be recorded with these records being circulated as appropriate to all local partners.

A Diagrammatic representation of the above structure is at Appendix 1. The first meeting/ event of the Essential Connection Forums will take place within three months of the date of the launch of this Statement of Best Practice.

2.2 The **remit** of the Essential Connection Forums will be subject to local variation as agreed by local partners but should cover the areas outlined below:-

- To develop and implement a co-ordinated approach to service delivery in order to maximise the value of partner agencies' service to clients/tenants, service users and the local community.
- To agree local arrangements for delivering joint statements of best practice between the agencies
- To identify issues of joint concern which arise at a local level and to agree on relevant action.
- To monitor the operation of such arrangements/ statements, to ensure the quality of service is improving locally and collaborate with cross Glasgow monitoring instituted by the Statements of Best Practice Working Group.
- To develop locally relevant joint action to meet the needs of the local community as a result of housing clearances and connected redevelopment and regeneration activity.
- To deliver locally on joint activity specified in the joint strategies and plans mentioned in the Statement of Best Practice on Joint Planning.
- To provide any relevant local input on joint activity to these strategies and plans.
- To organise joint training/seminars/briefings as required by local circumstances (see SoBP on Joint Training for guidance).
- To report and make recommendations as appropriate on the above to relevant Directors of partner organisations

- To notify the Statements of Best Practice Working Group centrally of significant local initiatives that are examples of good practice in joint working or significant local issues of concern around the practicality / feasibility of implementing joint working as it is described in the SoBPs or other central guidance. The purpose of this would be to facilitate city wide learning.

2.3 Each Local Care and Housing Liaison Group should consist of :

- A member of the CHCP Senior Management Team (Convenor and responsible for organisational arrangements)
- Local Homelessness Partnership Representative
- Managers of Local Housing Organisations and RSLs in the area (officers should be able to cover both housing management and housing investment)
- A representative from DRS Development Funding Team
- A Glasgow Community Safety Services LTD Representative (links with Community Safety Forums and GCSS Services re preventing and dealing with anti- social behaviour)
- Appropriate CHCP representation across all care groups
- Any other relevant local officers of any relevant agency either on an ad hoc basis to present on relevant topics, or permanently as agreed by the above (eg local Community Planning Partnership, independent sector providers of housing support services).

It is noted that in some CHCP Areas this will mean a considerable group membership. Local variations of the above will be acceptable subject to agreement by local partners provided that these can sufficiently deliver on the areas described in the outline remit at 2.2 above

3 MONITORING

3.1 It will be the responsibility of the Statements of Best Practice Working Group (remit and membership attached at appendix 2) to monitor the effectiveness of the Essential Connection Forums and this will include the preparation of an annual written report to be provided to Senior Management Teams of GCC Social Work Services, CHCPs, GHA/ RSLs and other appropriate stakeholders. The first annual written report will be required by March 2008 and should be presented to Senior Management Teams annually thereafter.

3.3 The SoBP Working Group will operate a transparent policy of communication about its business across localities in the city by regular posting of its minutes and associated paperwork on a web location available to all interested parties in CHCPs, RSLs, the Council and NHS.

3.4 The group would welcome any relevant input to its deliberations either through the appropriate sector representative on the group or in cases where that person is not available through the groups convenor or planning support officer.

4 WORKING TOGETHER

4.1 The SoBP Working Group will identify lead staff in the partner agencies to maintain an oversight of both policy developments and operational issues that have implications for the effective operation of joint statements of best practice. These staff will be responsible for informing the Working Group of any developments/ issues that may arise from time to time that require the amendment of statements and for communication of any such amendment to local and operational staff.

4.2 In an attempt to avoid unnecessary conflicts or contradictions in policy the partner agencies should share information on relevant areas of policy development where the policy is likely to have implications for the work of the other agency. Such sharing should take place at the appropriate level of staff seniority as determined by the parties.

4.3 Partner agencies will exchange information on organisational roles and responsibilities in order to facilitate joint working. This information will include the following:-

- Information on CHCP functions (and other relevant Social Work and NHS functions and boundaries, identifying the roles and responsibilities of key contact staff).
- Information on GCC Homelessness Services identifying the roles and responsibilities of key contact staff.
- Information on RSL, GHA and LHO functions.
- Information on RSL and LHO boundaries and the services carried out by each within any CHCP boundary together with information on the roles and responsibilities of key contact staff.
- Using the framework of the SoBP to develop a rolling local action plan for each financial year based on the issues identified that particularly affect vulnerable households (including households at risk of homelessness).

4.4 By improving connectivity between services, developing pathways and service standards CHCPs and RSLs will participate in local initiatives that enhance staff understanding of the respective agencies' duties and responsibilities including participation in joint training (see Statement of Best Practice on Joint Training for guidance)

4.5 CHCPs and RSLs will each monitor the operation of and adherence to the joint arrangements agreed between themselves in the context of Statements

of Best Practice. Methods of achieving this will include internal monitoring procedures and production and sharing of reports.

5 Resolution of Disputes.

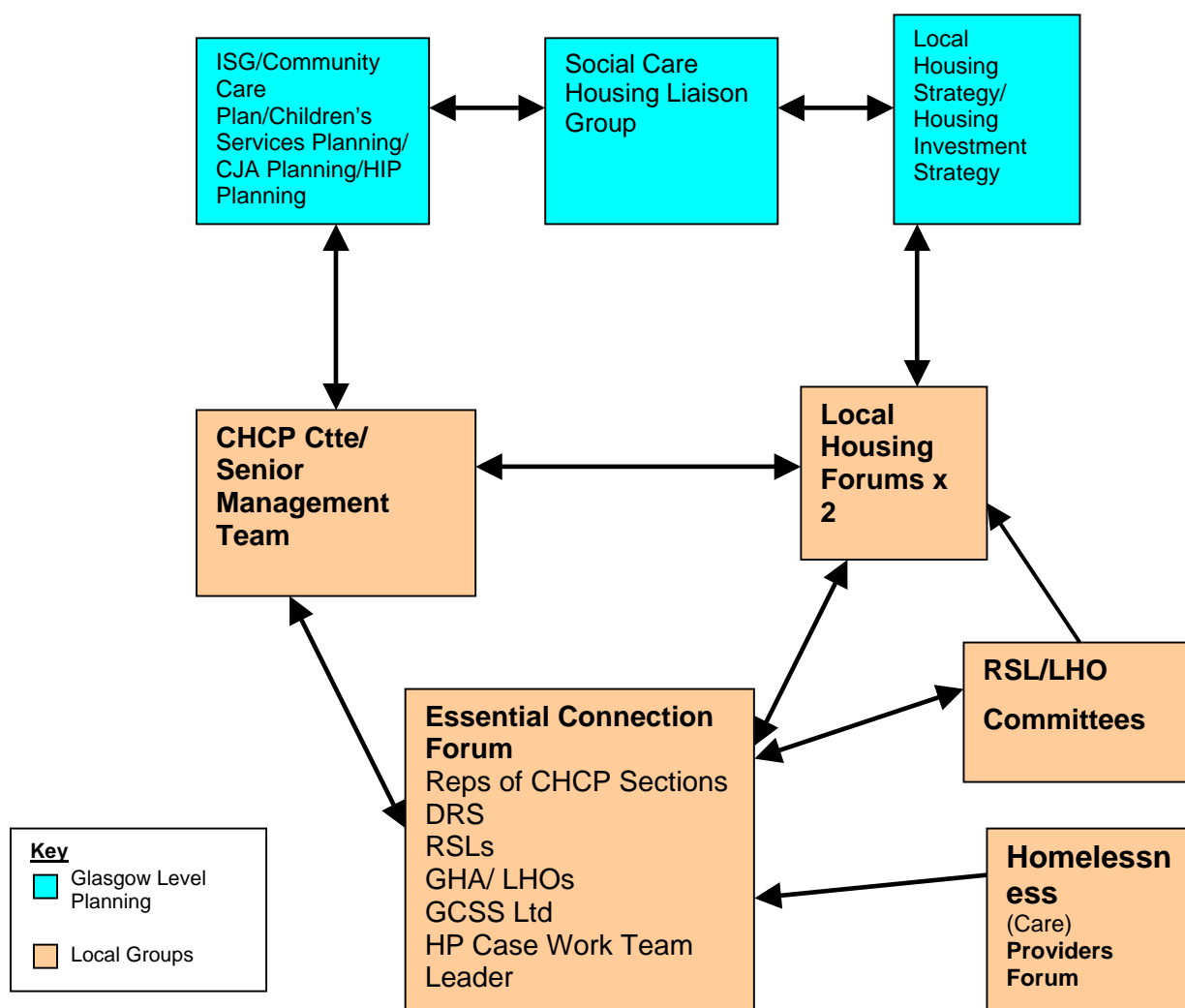
In terms of the spirit of this agreement and other joint statements and agreements it is expected that in the vast majority of cases it will be possible to resolve any differences of position between the GCC/ CHCP staff and RSL/ GHA /LHO staff by discussion at a local level.

Notwithstanding the above, should any dispute occur between the agencies relating to any issues covered by the joint agreements/protocols that cannot be resolved locally each agency will nominate a representative at an appropriate level of senior management and they will attempt to resolve the matter(s) at issue by discussion and agreement.

6 Related Statements

This statement should be read in conjunction with statement 1 on City Wide Joint Planning.

Appendix 1 CARE AND HOUSING LIAISON FLOW CHART



Essential Connection Forums

Improving joint work between care and housing providers to the benefit of vulnerable households by improving connectivity between services, developing pathways and service standards (including households at risk of homelessness).

Outcome for service users, patients and tenants: more joined up effective and efficient service delivery and improved local planning to meet care and housing needs.

Input from the CHCP re relevant new care strategies/policies, housing investment priorities, joint working issues and operational changes.

Input from DRS/GHA/RSLs re new housing strategies/policies, priorities re tenant support, joint working issues and operational changes.

Input from GCSS Ltd re safety and prevention/ management of anti-social behaviour.

Output for staff- agreed operational liaison arrangements, joint training/ familiarisation re SoBPs and other locally agreed priorities.

Output for CHCP: reporting on efficacy of joint working and major local housing investments/ issues

Output for RSL Committees and Housing Forums. Reporting on efficacy of joint working and local care group priorities (inc homelessness)

Should be reinforced by direct links between CHCP Committee/ Senior Management Team and Housing Forums through cross representation.

Output for City Wide Strategic Planning in both care and housing: more coherent and better worked out local perspective of priorities.

Appendix 2: Statements of Best Practice Group Membership and Remit

SoBP Working Group Membership

Convenor GCC Social Work Services Head of Service Modernisation (Stephen Fitzpatrick)

- **Head of Homelessness Partnership (Catherine Jamieson)**
- **GHA Policy Manager (Suzie Scott)**
- **SFHA (Maureen Watson)**
- **Glasgow and West of Scotland HA Forum (Alan Benson)**
- **CHCPs Rep (Ray De Souza, Head of Planning & Health Improvement West CHCP)**
- **DRS Housing Investment and Strategy Division (Steve McGowan)**
- **Glasgow Community and Safety Services Ltd (Johann Watson)**

SoBP Working Group Remit

- **Decide on the overall process for redrafting the SoBPs,**
- **Review the existing list of SOBPs in terms of whether any additions/ deletions are required**
- **Identify staff to take forward the task of updating/ redrafting statements**
- **Prioritise, programme and project manage this work**
- **Agree any redrafts/ new drafts in principle and route them for any further ratification/ approval as required**
- **Develop plans for the launch and familiarisation of relevant staff with the statements**
- **In the longer term oversee the monitoring of performance in respect of the statements and identify the requirement for any further updating/ new statements.**

Appendix 3: Local Housing Forums(LHF):

Purpose:

The essential role of Local Housing Forums will be to enable productive engagement between partners and stakeholders on housing and related matters. These Forums would provide a mechanism for sharing views from a citywide and local perspective. The aim would be to consult on all aspects of housing policy, strategy, development and delivery as they affect local areas and communities. Forums can discuss housing and neighbourhood management issues. All these issues will be drawn into new Area Development Frameworks that feed into the next citywide Local Housing Strategy.

Remit:

- To involve local communities in the housing planning process.
- To bring together housing providers across all tenures, together with agencies with a direct interest in the provision of housing (Health, Social Work etc.), in developing a local context for Glasgow's Local Housing Strategy.
- To review local supply and demand for housing in the context of the citywide demand projections and local housing market studies.
- To seek a consensus on local priorities for social housing investment and identify opportunities for private housing investment.
- To link housing investment into the regeneration agenda, including programmes established locally by the Community Planning Partnership, and Communities Scotland's Wider Action programme.
- To assist in setting local targets towards achieving the city's investment priorities.

Composition:

LHFs are composed of Councillors; Community Councillors; Housing Associations and Local Housing Organisations (LHOs); voluntary sector/special interest groups; Communities Scotland; Community Care and Health Partnerships; Local Community Planning Partnerships and officers from Glasgow City Council Development and Regeneration Services. Currently there are 10 LHFs for each LCCP and DRS Housing Investment provides the Lead Officer for each Forum which are chaired by a Councillor.