

Item 2

26th February 2020



Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

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SOCIAL WORK SERVICES – HEALTHIER CITY THEMATIC OVERVIEW AND OPERATIONAL PERFORMANCE REPORT

Purpose of Report:

To provide an overview of delivery of the Healthier City theme of the Council Strategic Plan 2017-22 and report on performance in relation to key performance targets associated with this theme.

Recommendations:

Operational Performance and Delivery Scrutiny Committee is asked to:

- a) consider and discuss the contents of the attached overview of progress in relation to delivery of the Healthy City theme and related performance.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes No consulted: Yes No

Social Work Services

Thematic Overview and Operational Performance Report for the Healthier City Theme

26 February 2020

1. Introduction

- 1.1 The new Council Plan, which was approved in November 2017, sets out priority themes and commitments that will be delivered by the Council, its services and arm's length organisations over the period 2017 to 2022. This paper focuses on '*A Healthier City*', the theme led by Social Work.
- 1.2 In this paper, the outcomes and commitments associated with this theme are set out. Areas of progress made in the first half of 2019-20 - the third year of the Plan - are described and an overview of performance is provided.

2. Council Strategic Plan 2017-22 – A Healthier City Theme

- 2.1 In response to the Public Bodies (Joint Working) (Scotland) Act 2014, Glasgow City Council and NHS Greater Glasgow and Clyde have delegated responsibility for the integrated planning of all community health and social care services for children, adults and older people, along with homelessness and criminal justice services, to the Glasgow City Integration Joint Board (IJB). Services are delivered through the 'Glasgow City Health and Social Care Partnership' (HSCP) and the IJB issues legally binding directions to its partner organisations – the Council and Health Board - requiring them to deliver upon the IJB's priorities through this Partnership.
- 2.2 The IJB is required by the Public Bodies (Joint Working) (Scotland) Act 2014, to produce a [Strategic Plan](#) which sets out a vision and strategic priorities for health and social care services in the city, and to engage with stakeholders in its production. The vision and priorities set out within the IJB's [Strategic Plan](#) is consistent with the Strategic Outcomes of the Healthier City theme and the HSCP is also committed to working with other Council Services/ALEOs and wider Community Planning partners, to ensure the Healthier City theme and the HSCP Strategic Plan are effectively delivered.
- 2.3 The Council Strategic Plan Outcomes associated with the Healthier City theme are as follows:
 - Glasgow is healthier (Outcome 1)
 - Our services are focused on prevention and early intervention (Outcome 2)
 - Citizens and communities are more self-reliant for their health and wellbeing (Outcome 3)
 - We have integrated services with health that support Glaswegians when they need it (Outcome 4)

3. Council Strategic Plan Priorities: *A Healthier City* Theme

- 3.1 The 15 priorities of the *Healthier City* theme are being delivered over the five year lifetime of the Council Plan. Detailed action plans with milestones have been developed to support implementation of these priorities and updates for the period April-October 2019 are included in Appendix 2. Some key achievements are summarised below, followed by particular areas which we wish to see progress in during the remainder of 2019/20.

Key Achievements

Roll out of FPC

- 3.2 Free Personal Care for under 65's was introduced on 1 April 2019 bringing parity with older people who have been entitled to free personal care since 2002. The HSCP's [Social Care Charging Policy](#) has been updated to reflect this major change in legislation and all service user charges were reviewed and amended in line with these changes. In January 2020 approximately 1,400 service users under 65 were in receipt of free personal care.

Pre-Paid cards for Service Users with Direct Payments

- 3.3 Following an audit of Direct Payment monitoring, there was a recommendation for an alternative to the existing paper based arrangements. The [Pre-Paid Card \(PPC\)](#) system was [introduced by the HSCP](#) in June last year. A pre-paid card functions like a bank debit card; it can be used in shops, online and telephone banking. This system aims to improve the uptake of [Direct Payments](#) (SDS Option 1) by minimising potential barriers. In addition, as service users or carers no longer require a personal bank account to have a Direct Payment, this promotes financial inclusion. All service users with a Direct Payment transitioned during 2019. The impact of PPC on the uptake of Direct Payments will be assessed going forward.

GRI Long Term Condition and MacMillan service

- 3.4 The Long Term Condition and MacMillan service extended to the Glasgow Royal Infirmary (GRI) during 2019. The in-patient service is now fully embedded and development is underway in order to extend this service to outpatients.

Partnership Working

- 3.5 The Health and Social Care Partnership leads on the delivery of the Council *Healthier City* theme. In addition to our NHS partner, this theme is delivered by a range of services within the Council and by external partners. The HSCP works closely and successfully with a variety of Third Sector Organisations for example in the delivery of the SDS Purchasing Framework and the Family Support Framework.

- 3.6 In 2019, Glasgow City Health and Social Care Partnership (HSCP) was the winner of the *Category 2 Award: Achieving Better Outcomes in Partnership*, at the [COSLA Excellence Awards](#) with the [Tomorrow's Women Glasgow](#) (TWG) Support Service. TWG is a unique and highly successful partnership which includes the HSCP (nursing, social care and psychology staff), Scottish Prison Service (SPS), the Wheatley Group housing services and third sector partners, including SHINE PSP and Turning Point Scotland. The partnership works with women with complex lives who have been involved in offending or returning from custody, who have limited support and have been assessed as being at high risk of reoffending, harm or custody. The service offers a space where women can engage in group work and access additional support from partners such as welfare rights, legal advice, education and arts services.

Areas to be Progressed

3.7 Carers Champions Recruitment

The Carers Reference Group will progress the recruitment of both the Elected Member Carers Champion and the Unpaid Carer Champion.

3.8 Dementia Strategy

As part of the [Glasgow Dementia Strategy](#), the HSCP, working in partnership with Alzheimer Scotland, offers post diagnostic support (PDS) to those diagnosed with dementia, which includes implementation of the [8 pillars model of community support](#) for those with more advanced dementia. Over recent years, demand has exceeded capacity and waiting lists have increased. Joint work is currently being undertaken by the HSCP and Alzheimer Scotland to increase the number of people receiving post-diagnostic support, reduce waiting lists and improve waiting times.

Independent Living Strategy in the City

- 3.9 Further discussion is taking place with Partners with regards to building upon progress to date and taking forward further work in this area.

4. Performance Management Arrangements

- 4.1 Routine performance management arrangements are in place within the Partnership, with regular joint performance reports, covering health and social work services, produced for internal scrutiny by the HSCP Senior Management Team and Locality Management Teams. Performance reports are also scrutinised quarterly by the Integration Joint Board's Finance, Audit and Scrutiny Sub-Committee, which can be accessed [here](#).

- 4.2 It should also be noted that in addition to these quarterly performance reports, an Annual Performance Report is required to be published by the Public Bodies (Joint Working) (Scotland) Act 2014. Three reports have been produced to date since the Partnership was established and can be accessed [here](#).
- 4.3 There are, therefore, a range of mechanisms in place to scrutinise performance at management team and Committee levels. This enables areas for improvement to be identified and actions taken forward and monitored on an ongoing basis.
- 4.4 In Section 5 below, key performance trends are highlighted for the first half of 2019/20, with reference also made to the longer term trends since the Partnership was established. In sections 6, comparisons between Glasgow and Scotland are then made in relation to a range of indicators from a number of nationally defined datasets.

5. Performance Summary

- 5.1 In section 5.4 below, we highlight some of the key performance improvements that have been achieved recently. For those indicators noted, we compare the most recent performance with the relevant targets and provide trend information over a number of periods.
- 5.2 In section 5.5, we then identify areas where we wish to see improvements in performance going forward. Indicators where performance is below target are noted, with details provided of the latest performance and the associated targets.
- 5.3 Full details of these and the wider suite of KPIs reported upon by the HSCP can be accessed through the regular [Quarterly Performance Reports](#) and [Annual Performance Report](#).

5.4 Recent Performance Improvements

Indicator	Previous Periods			Target	19/20 Latest Position
Supported Living Opportunities	N/A	734 (Mar 18)	842 (Mar 19)	920 by end 19/20	821 (Sep 19)
Advanced Telecare	835 (16/17)	1222 (17/18)	1337 (18/19)	375 per quarter	385 (Jul-Sep 19)
New Carers Support Plans Created	N/A	1942 (17/18)	1984 (18/19)	475 per quarter	483 (Jul-Sep 19)
Prescribing (£/Weighted List Size)	£162.93 (Mar 17)	£161.63 (Mar 18)	£155.67 (Mar 19)	£169.12 (Sep 19)	£151.58 (Sep 19)
Children in High Cost Placements	111 (Mar 17)	67 (Mar 18)	51 (Mar 19)	31 by end 19/20	46 (Sep 19)
% Young People in Aftercare in Employment /Education or Training	61% (Mar 17)	67% (Mar 18)	74% (Mar 19)	75%	74% (Sep 19)
Clients commencing Alcohol/Drug Treatment within 3 weeks of referral	97% (Mar 17)	92% (Mar 18)	98% (Mar 19)	90%	96% (Jun 19)
% Unpaid Work Placements Completed within Timescale	65% (Mar 17)	60% (Mar 18)	64% (Mar 19)	70%	69% (Sep 19)
Breastfeeding – General Population	25.7% (2016)	26.9% (2017)	30.4% (2018)	31.4% by end 19/20	29.8% (Sep 19)
Breastfeeding – Most Deprived Population	18.2% (2016)	20.3% (2017)	21.2% (2018)	22.4% by end 19/20	21.9% (Sep 19)

5.5 *Areas for Improvement*

Ongoing improvement is sought across all services within the HSCP and the performance management arrangements in place are designed to facilitate this. Specific areas we would like to improve during the remainder of 2019/20 include the following and plans are in place to achieve this:

Indicator	Target	Latest Performance
Delayed Discharges	0	109 (16 Dec 19)
Flu Immunisation Rates	75%	71.6% (>65s) 42.9% (<65s) (18/19 programme)
CAMHS - % seen within 18 weeks	83% (Dec 19)	54% (NE) 64% (NW) 68% (S) (16 Dec 19)
Psychological Therapies	90%	78.3% (NE) 94.1% (NW) 72.4% (S) (9 Dec 19)
Sexual Health Urgent Care Waiting Times	2 days	8 days
Homelessness - % decisions within 28 days of initial presentation	100%	87% (Sep 19)
% Unpaid Work Placements commenced within 7 days of sentence	80%	71% (Sep 19)
% Community Payback Orders with a Case Management Plan within 20 days	85%	75% (Sep 19)
Sickness Absence Rates (Social Work)	5.2 ADL (To Period 7)	6.9 ADL (To Period 7)
Sickness Absence Rates (NHS)	4%	6.68%
E-KSF	80%	40.8% (Sep 19)

6. Performance Comparisons

Comparisons can be made between Glasgow HSCP's performance and other HSCPs using a number of information sources as described below. Along with the Quarterly and Annual Performance Reports, these enable areas for improvement to be identified and actions taken forward and monitored on an ongoing basis.

National Integration Indicators

- 6.1 The Core Suite of 23 National Integration Indicators was published by the Scottish Government in March 2015 to provide the basis against which Health and Social Care Partnerships can measure their progress in relation to the National Health and Wellbeing Outcomes (See Appendix 1). As these are derived from national data sources, the measurement approach is consistent across all Partnerships. The Integration Indicators are grouped into two types of measures as described below.

i. Scottish Health and Care Experience Survey (2017/18)

- 6.2 9 National Integration Indicators are Outcome indicators based on feedback from the biennial Scottish Health and Care Experience survey (HACE). This is undertaken using random samples of approximately 15,000 patients identified from GP practice lists in the city. The last Survey was undertaken in 2017/18. The results are summarised in the table below with Glasgow's performance shown in relation to the Scottish average; and compared to HSCPs from the other major cities in Scotland.
- 6.3 No previous results are provided here as the HSCP was not formally established until April 2016, which was after the period covered by the last survey (2015/16).

National Integration Indicator	Glasgow	Edinburgh	Dundee	Aberdeen	Scotland	Ranking/ Trend
1. % of adults able to look after their health very well or quite well (Outcome 1)	90	94	93	94	93	4 Below Scottish Average
2. % adults supported at home who agreed that they are supported to live as independently as possible (Outcome 2)	82	79	84	82	81	=2 Above Scottish Average
3. % adults supported at home who agreed that they had a say in how their help, care or support was provided(Outcome 3)	80	74	78	79	76	1 Above Scottish Average
4. % of adults supported at home who agree that their health and social care services seemed to be well co-ordinated (Outcome 3)	77	67	81	76	74	2 Above Scottish Average
5. % of adults receiving any care or support who rate it as excellent or good (Outcome 3)	79	80	82	83	80	4 Below Scottish Average
6. % people with positive experience of the care provided by their GP practice (Outcome 3)	86	84	84	82	83	1 Above Scottish Average
7. % adults supported at home who agree that their support had impact on improving/maintaining their quality of life. (Outcome 4)	80	79	85	79	80	2 Same as Scottish Average
8. % carers who feel supported to continue in their caring role. (Outcome 6)	38	35	38	40	37	=2 Above Scottish Average
9. % adults supported at home who agreed they felt safe (Outcome 7)	85	77	87	84	83	2 Above Scottish Average

ii. Operational Performance Indicators

6.4 The remaining 10 National Integration Indicators are derived from HSCP operational performance data. The latest available data which enables comparisons to be made with the Scottish average, covers the period 2018/19 and is summarised in the table below. Again, Glasgow's performance is shown in relation to the Scottish average and compared to HSCTPs from the other major cities in Scotland. Data for 2016/17 is also shown in brackets which enables trends to be identified between 2016/17 and 2018/19.

National Integration Indicator	Glasgow	Edinburgh	Dundee	Aberdeen	Scotland	Ranking/Trend
11. Premature mortality rate per 100,000 persons: by calendar year (2018) (Outcome 1)	625 (617)	386	539	465	432	1 Above Scottish average ▲since 2016
12. Rate of emergency admissions per 100,000 population for adults (Outcome 9)	13,079 (14,318)	8529	12,704	10,257	12,259	1 Above Scottish average ▼since 16/17
13. Rate of emergency bed days per 100,000 population for adults (Outcome 9)	135,880 (146,617)	109,633	103,834	126,127	118,462	1 Above Scottish average ▼since 16/17
14. Rate of readmissions to hospital within 28 days of discharge per 1000 admissions (Outcome 4)	98 (102)	112	129	115	103	4 Below Scottish average ▼since 16/17
15. Proportion of last 6 months of life spent at home or in a community setting (Outcome 9)	87% (86%)	85%	89%	90%	88%	3 Below Scottish average ▲since 16/17

16. Falls rate per 1,000 population aged 65+ (Outcome 7)	30.5 (31.1)	21.9	30.9	23.2	22.5	2 Above Scottish average ▼since 16/17
17. Proportion of Care Services Graded 'good' (4) or better in Care Inspectorate inspections (Outcome 9)	86% (86%)	84%	86%	92%	82%	=2 Above Scottish average Same as in 16/17
18. Percentage of adults with intensive care needs receiving care at home (Outcome 9)	58% (55%)	62%	59%	53%	62%	3 Below Scottish average ▲since 16/17
19. Number of days people aged 75+ spend in hospital when they are ready to be discharged, per 1,000 population (Outcome 9)	458 (464)	1621	372	604	793	3 Below Scottish average ▼since 16/17
20. Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency (Outcome 9)	25% (27%)	24%	25%	24%	24%	1 Above Scottish average ▼since 16/17

Ministerial Steering Group Indicators

- 6.5 A number of indicators have been specified by the Ministerial Steering Group (MSG) for Health and Community Care which cover similar areas to the above Operational National Integration Indicators. Health and Social Care Partnerships have been asked to develop plans to improve performance in relation to them. Glasgow HSCP has, therefore, developed plans as part of its wider Unscheduled Care programme which is aimed at preventing admission to hospital; facilitating early discharge; and supporting more people to live in the community. Progress is reported to the MSG and incorporated into the HSCP's Quarterly reporting.

Scottish Local Government Benchmarking Framework

6.6 A number of indicators from the Children's Services and Adult Social Care Themes of the Local Government Benchmarking Framework are relevant to the business of the Health and Social Care Partnership and are presented in the tables below.

Adult/Older People

6.7 2017/18 figures are provided below with the 16/17 figures shown in brackets. Glasgow's ranking compared to the other major cities in Scotland is provided, along with its position in relation to the Scottish average and the direction of travel between 2016/17 and 2017/18.

Indicator	Glasgow	Edinburgh	Dundee	Aberdeen	Scotland	Ranking/ Trend
Spend on providing care to support older people to live at home (£ per hour)	£25.66 (£23.25)	£25.06 (£25.05)	£21.64 (£18.70)	£33.73 (£33.01)	£24.21 (£22.64)	2 Above Scottish average ▲ since 16/17
Spend on providing residential care for older people (per person, per week)	£321 (£349)	£443 (£350)	£476 (£406)	£321 (£390)	£380 (£372)	=3 Below Scottish average ▼ since 16/17
% social care funding allocated using direct payments or personalised managed budgets	21% (18.7%)	7.1% (6.7%)	1.1% (1%)	3.2% (3.2%)	7% (6.5%)	1 Above Scottish average ▲ since 16/17
% older people with intensive needs supported so that they can remain at home	62.3% (40.9%)	53.7% (34.7%)	59.3% (38.4%)	53.7% (26.8%)	61.7% (35.3)	1 Above Scottish average ▲ since 16/17

Children's Indicators (2016/17)

6.8 Data for 2016/17 in relation to children's services is provided in the table below. 2017/18 figures are unavailable for Glasgow as a result of concerns raised with the Scottish Government with regards to the GDPR implications of the returns used to populate this section. This has now been resolved with the assistance of the Council's Corporate Legal Team and Glasgow will be included in the next survey.

Indicator	Glasgow	Edinburgh	Dundee	Aberdeen	Scotland	Ranking
Spend on providing residential accommodation for looked after children (£ per child per week)	£4,610	£2,716	£4,626	£3,139	£3,404	2 Above Scottish average
Spend on providing fostering/family placements for looked after children (£ per child per week)	£351	£337	£527	£416	£313	3 Above Scottish average
Proportion of looked after children being cared for in foster/family placements (rather than residential accommodation)	91.8%	91.9%	89.0%	88.5%	89.9%	2 Above Scottish average
% of child protection registrations re-registered within 18 months	5.7%	5.0%	1.4%	4.9%	6.5%	1 Below Scottish average
% of looked after children with more than one placement during the year	16.2%	23.9%	18.0%	27.6%	21.2%	4 Below Scottish average

7. Inspections

Care Inspectorate Grades for Glasgow City HSCP Registered Services

- 7.1 The Care Inspectorate undertook both scheduled and unscheduled inspections across 14 services during between April and September 2019. The overall quality of care was assessed as 'good' or better (Grade 4 and above in each Quality Theme) in 10 (71%) of these services. A breakdown of inspection grades by service area for this period is provided below. Improvement plans are drawn up in response to the results of these inspections.

Service Area (Number of Units)	% of Services graded 'good' or better* across all quality themes
Care Homes (Older People) (3)	67%
Children's Residential Units (8)	62%
Other Services (3)	100%

*Grade 4 and above

7.2 Internal Self Evaluation and 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, with development plans produced in response to key findings. A list of Practice Audit and Evaluation activity carried out by Social Work between April 2019 and September 2019 is listed in the following table.

Audit/Self-Evaluation	Service Area
Audit	Admissions to 24 hour services (older people)
Audit	Emergency Detention certificates
Audit	Acute Mental Health Discharges
Audit	Adult Support and Protection (ASP) Tripartite Self-Evaluation
Audit	ASP Sexual Abuse Referrals
Audit	Provider Policies on Whistleblowing (Audit Tool)
Evaluation	Mental Health Officers Review
Evaluation	Evaluation of Staff Supervision (Children's Residential)
Evaluation	Child Protection Referrals

8. Customer feedback

Household Survey

- 8.1 The Council conducts a [Household Survey](#) each year. This is used to measure and track resident's usage and satisfaction with a number of key services provided by the Council Family. There are two indicators which relate to services delivered by the HSCP as outlined below. Given the nature of the services, there are only small numbers of people who report that they have used them. As is noted in the 2019 Report, the '*small base sizes preclude robust analysis of trends in satisfaction with social work and home care services*'.

Survey Question	% Satisfied
% of those who used Social Work Services satisfied with those services	68
% of those who used Home Care Services satisfied with those services	83

Home Care Survey

- 8.2 Annual Service User Surveys are undertaken on Home Care services and provide additional customer feedback information. The headline figures for the latest available survey (2018) are presented below along with the figures for the 2 previous surveys (2016 and 2017) for comparison. The 2018 figures are based on the results from 1,631 completed questionnaires.

<i>Home Care Service User Feedback</i>				
<i>Statement</i>	<i>% who "strongly agree" / "agree" with statement</i>			<i>National Health and Wellbeing Outcome</i>
	<i>2016 Survey</i>	<i>2017 Survey</i>	<i>2018 Survey</i>	
<i>The home care service I receive has made me feel safer at home</i>	84%	86%	86%	Outcome 7
<i>The contact I have with home carers has improved my quality of life</i>	81%	86%	84%	Outcome 4
<i>I get up and go to bed at times that suit me</i>	84%	85%	84%	Outcome 3
<i>I feel that I am listened to and my wishes respected</i>	85%	86%	85%	Outcome 3
<i>The home care service enables me to maintain the standard of personal care that I want</i>	87%	91%	90%	Outcome 4
<i>My home carers are helpful and friendly</i>	97%	98%	98%	Outcome 3
<i>My home carers treat me with dignity and respect</i>	97%	97%	98%	Outcome 3
<i>My home carers are thorough at what they do</i>	88%	91%	91%	Outcome 4

Statement	% who "strongly agree" / "agree" with statement			National Health and Wellbeing Outcome
	2016 Survey	2017 Survey	2018 Survey	
<i>I feel that my right to confidentiality is respected by my home carers</i>	92%	93%	94%	Outcome 3
<i>I am confident that my home carers have the training and skills to support me</i>	89%	90%	91%	Outcome 8
<i>Telephone calls to the Cordia office are always answered promptly</i>	76%	82%	78%	Outcome 3
<i>The Cordia office staff are always polite and helpful</i>	86%	90%	87%	Outcome 3
<i>Cordia managers and staff respond to any concerns I have about the service</i>	73%	78%	76%	Outcome 8

Viewpoint - Children's Services

8.3 Social Workers also use several tools to help children and young people to express their views and encourage participation. One such tool is Viewpoint. The table below presents a selection of questions taken from the latest Viewpoint Survey, along with the percentage of children who responded positively. Some of the questions are not applicable to both categories of children shown, so this is denoted as "not applicable (n/a)".

Viewpoint Question	% responding positively in 2018/19 (17/18 figures shown in brackets)	
	Children Looked after away from Home	Children on the CP Register or subject to VYP procedures
Would you describe yourself as happy?	90% (92%)	93% (85%)
Do you feel safe where you live now?	83% (96%)	n/a
Do you feel safe in your home?	n/a	96% (91%)
Are things going well for you?	100% (89%)	n/a
Is your Social Worker someone you can talk to?	96% (85%)	96% (94%)
Do you enjoy school?	91% (78%)	81% (82%)
Are you treated fairly where you live now?	100% (95%)	n/a
Do the people or person looking after you notice when you have done well at something?	100% (98%)	n/a
Do you think your views are listened to?	96% (88%)	97% (74%)

Viewpoint Question	% responding positively in 2018/19 (17/18 figures shown in brackets)	
	Children Looked after away from Home	Children on the CP Register or subject to VYP procedures
Do you take part in regular activities you like doing?	90% (92%)	67% (82%)
Do you help out with the chores where you live now?	85% (78%)	n/a
Do you see your friends when you want to?	82% (80%)	60% (68%)

Complaints

- 8.4 As a service, we operate a Complaints Handling Procedure (CHP) in line with the Scottish Public Services Ombudsman's model CHP. Where complaints are upheld, we use the information to identify and implement service improvements. Information on complaints is formally reported to the HSCP SMT and the IJB on a quarterly basis.
- 8.5 Table 1 below summarises the volume of Stage 1 complaints received during the period 1 April 2019 to 30 September 2019, along with the % responded to within the target timescales. Table 2 provides the breakdown of Stage 1 Complaints by service area.

Table 1

Area	Total	Not Upheld	Upheld	Partially Upheld	Other	% responded to within timescale (target = 70%)
City wide	230	123	32	47	28	65%

Table 2

Client Group	Volume Received
Addictions	15
Children & Families	85
Criminal Justice	3
Homeless	41
Learning Disability	17
Mental Health	8
Older People	40
Physical Disability	18
Not Known	3
Total	230

8.6 Table 3 below outlines the volume of Stage 2 complaints dealt with by the central Complaints, Freedom of Information and Investigations Team during the period 1 April 2019 to 30 September 2019, along with the % responded to within the target timescales. Table 4 provides the breakdown of Stage 2 complaints by service area.

Table 3

Area	Volume	Not Upheld	Upheld	Partially Upheld	Other	% responded to within timescale (target = 70%)
City wide	86	49	11	20	6	56%

Table 4

Client Group	Volume Received
Addictions	3
Children & Families	30
Criminal Justice	2
Homeless	10
Learning Disability	14
Mental Health	4
Older People	5
Physical Disability	18
Not Known	0
Total	86

9. Outcome KPIs

- 9.1 A suite of outcome based performance measures have been developed to monitor progress against the priority themes and commitments set out in the Council Strategic Plan 2017 to 2022. The measures relating to the Healthier City theme are listed below, along with the most recent updates for each.

Strategic Theme: A Healthier City Glasgow is Healthier					
No.	Indicator	Periods			Source
4.1	% of adults who assess their health as very good or good	2015-16	2016-17	2017-18	Scottish Health Survey (SHeS)
		68%	68%	69%	
4.2	% of adults meeting physical activity recommendations	2016	2017	2018	
		61%	61%	62%	
4.3	% meeting guidelines on daily fruit and vegetable consumption	2016	2017	2018	
		19%	21%	22%	
4.4	Life Expectancy at Birth (2 year aggregate)	2016	2017	2018	National Records of Scotland
	Male	73.37	73.35	73.36	
	Female	78.93	78.73	78.66	
4.5	Alcohol- Related Mortality Per 100,000 (5 year aggregate)	2016	2017	2018	Scottish Public Health Observatory
		34.77	34.95	33.64	
Our Services are Focused on Prevention and Early Intervention					
4.6	Rate of emergency admissions per 100,000 population for adults	2016/17	2017/18	2018/19	Local HSCP Performance Data
		14,318	12,864	13,079	
4.7	Drug related hospital stays per 100,000 (3 year aggregate)	2015/16	2016/17	2017/18	Scottish Public Health Observatory
		213.78	263.06	315.79	
4.8	Alcohol related hospital stays per 100,000	2016/17	2017/18	2018/19	
		1,336.74	1219.28	1145.8	
4.9	Number of Individuals on Scottish Drug Misuse Database	2015/16	2016/17	2017/18	ISD
		1618	1730	1571	
4.10	% of service users who receive a rehabilitation service following homecare referral (on Discharge from Hospital).	2016/17	2017/18	2018/19	Local HSCP Performance Data
		73.4%	72.8%	75.8%	
4.11	Falls rate per 1,000 population aged 65+	2016/17	2017/18	2018/19	
		31.1	30.7	30.5	

Citizens and Communities are More Self Reliant for Their Health and Wellbeing					
4.12	% of adults meeting physical activity recommendations	2016	2017	2018	Scottish Health Survey
		61%	61%	62%	
4.13	% of adults meeting consumption of fruit and vegetable recommendations	2016	2017	2018	
		19%	21%	22%	
4.14	&% of social care £ allocated using direct payments or personalised managed budgets	2015-16	2016-17	2017-18	Local Government Benchmarking Framework
		27.6%	18.7%	21.1%	
4.15	% of service users with personalised services who receive their support as direct payment	2016-17	2017-18	2018-19	Local HSCP Performance Data
		15%	15%	15%	
We Have Integrated Services with Health that Support Glaswegians When They Need It					
4.16	% of adults able to look after their health very well or quite well	2013/14	2015/16	2017/18	Scottish Health and Care Experience Survey
		91%	92%	90%	
4.17	Service users' health and care services seem to be well coordinated	79%	76%	77%	
4.18	Service users are supported to live as independently as possible	84%	82%	82%	
4.19	Rating of overall help, care or supported services	84%	81%	79%	
4.20	% of carers who feel supported to continue in their caring role.	46%	40%	38%	
4.21	Number of new carers identified during year who went on to receive a Carers Support Plan or Young Carer Statement.	2016-17	2017-18	2018-19	Local HSCP Performance Data
		n/a	1,942	1,984	
4.22	% of adults with intensive needs receiving care at home	2015	2016	2017	
		56%	55%	55%	
4.23	% of respondents who are fairly or very satisfied with the quality of the local health services.	2016	2017	2018	Scottish Household Survey
		86%	87%	88%	

10. Policy and Resource Implications

Resource Implications:

Financial: There are no new financial implications arising from the report.

Legal: The report raises no new legal issues

Personnel: N/A

Procurement: N/A

Council Strategic Plan: The report supports the Healthier City theme and the outcomes specified in section 2.2 above (Priorities 38-52).

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2017-21 Yes

What are the potential equality impacts as a result of this report? See Section 5 on Equalities. EQIA assessments are undertaken as part of individual projects.

Please highlight if the policy/proposal will help address socio economic disadvantage. The report documents progress in delivering a range of interventions which will help to address socio economic disadvantage.

Sustainability Impacts:

Environmental: N/A

Social, including opportunities under Article 20 of the European Public Procurement Directive: N/A

Economic: N/A

Privacy and Data Protection impacts: N/A

12. Recommendations

12.1 Operational Performance and Delivery Scrutiny Committee is asked to:




- a) consider and discuss the contents of the attached overview of progress in relation to delivery of the Healthy City theme and related performance.

APPENDIX 1 - NATIONAL HEALTH AND WELLBEING OUTCOMES




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


APPENDIX 2 – HEALTHIER CITY THEME - ACTION PLAN PROGRESS UPDATE


Each Strategic Plan Commitment has been assessed as one of the following:


	Progress is as expected. It is estimated that the agreed commitment will be achieved by 2022 or earlier.
	There are some areas of slippage in targets and/or timescales.
	Progress does not appear to be as originally agreed in the action or there are circumstances that have prevented delivery of the action.


An overview of progress made in relation to the Strategic Plan Commitments is provided below:




RAG Rating	Number	%
	27	84
	5	16
	0	0
Total	32	100%



	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
38. Support service redesign that will result in Glasgow becoming a healthier, empowered city, with early intervention and prevention approaches at the heart of what we do.					
38.1	<p>Work with other public agencies and the third and community sectors to improve health outcomes, including:</p> <ul style="list-style-type: none"> • Designating Glasgow as a Health Promoting City • A focus on early intervention and the prevention of ill health and its causes • The development of child, youth & adult wellbeing frameworks • Putting health promotion at the heart of neighbourhood planning & physical regeneration • Ensuring services are accessible & responsive • Smoking, alcohol and drugs prevention and harm reduction 	<p>Work to deliver the IJB's strategic priorities and engage in strategic partnerships to improve health outcomes.</p> <p>Produce Health Improvement Annual Report</p> <p>Produce Alcohol and Drug Partnership (ADP) Annual Report</p> <p>Produce Thriving Places Annual Reports.</p> <p>Establish CPP Public Health Oversight Board</p> <p>Continue to oversee the Well-being for Longer fund, which aims to reduce isolation.</p>	<p>We continue to deliver the IJB's strategic priorities as detailed in the Glasgow City IJB's Strategic Plan 2019-22 and engage in strategic partnerships to improve health outcomes.</p> <p>The Glasgow City Health Improvement Annual Report 2018/19 was published in December 2019.</p> <p>ADP Annual Report 2018/19 to the Scottish Government presented to the IJB in November 2019.</p> <p>A new Prevention Framework for Alcohol and Drugs has been completed; to be ratified by ADP. Drug Death action planning being progressed by ADP.</p> <p>Thriving Places Annual Reports published in September 2019.</p> <p>Glasgow Community Planning Partnership (GCPP) approved the establishment of a Public Health Oversight Board in May at The Glasgow Summit on Public Health. First meeting was held in December.</p> <p>Well-being for Longer Fund Annual Report has been produced giving details of the 22 projects funded for 2019/20.</p> <p>National Taskforce for Young People's Mental Health completed and implementation oversight group now established. Glasgow Children's Services Executive Group have instigated development of a mental well-being framework for pre-fives.</p>	HSCP	


	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
38.2	<p>The provision of care and support will include:</p> <ul style="list-style-type: none"> Engage with service-users to help them shape and design the services they use, at both a strategic and personal level 	<p>Locality Plans for 2019/20 will reflect the new HSCP Strategic Plan and include engagement with Locality Engagement Forums (LEFs), communities, partners and stakeholders.</p> <p>Support the continued implementation of the Glasgow City IJB's Participation and Engagement activities.</p> <p>Undertake a review of the HSCP's Participation and Engagement Strategy during 2019/20.</p> <p>Structure of Strategic Planning Groups will be reviewed as part of this review.</p>	<p>Engagement and discussion in relation to developing 2019/20 Locality Plans with partners and other stakeholders has taken place.</p> <p>Draft Locality Plans 2019-22 for each of the 3 localities were presented to the IJB in September 2019 for approval and subsequently published on the HSCP website. Engagement events and meetings were organised to gather feedback and comment on the draft plans. The resulting feedback will be reported to the IJB.</p> <p>During 19/20 the NW LEF, NE LEF and South Network continued their programme of topics and engagement opportunities which included Children's Services, opening of the new Woodside Health and Care Centre, Parkhead Hub, Primary Care developments, the work of the Distress Collaborative, review of Out of Hours Services, implementation of Dementia Strategy and Overnight Support Transformational programme.</p> <p>Glasgow City HSCP has begun a review of Participation and Engagement structures and arrangements across the Partnership. The review will cover:</p> <ul style="list-style-type: none"> the Participation and Engagement Strategy the Communications Strategy Strategic Planning Groups Public Engagement Committee and, Locality Engagement Forums/Networks. <p>The review will identify areas of strength and development in our engagement with the community, including service users and patients; and ensure that engagement structures across the Partnership enable and encourage participation in shaping the services people use at a personal and strategic level. The review will conclude in Summer 2020.</p>	HSCP	



	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
38.3	•Invest in the capacity of communities to support vulnerable citizens in the places where they live, reducing loneliness and isolation and providing locally-based support	Work closely with local communities through the Integrated Grants Fund and provide funding for projects that support vulnerable citizens and aim to reduce loneliness and isolation.	Planning and reporting of the Integrated Grants Fund is reported under priority 101 – <i>A Well Governed City</i> Theme.		
38.4	Ensure that families receiving support from council services also get access to other key professionals such as health visitors.	<p>Working with partners, promote earlier identification and intervention for children and families in need.</p> <p>An evaluation of the EYJSTs ante-natal period test of change pilot will be undertaken and consideration given to future roll out.</p> <p>An evaluation of the revised Vulnerable Pregnancy Protocol will be undertaken and consideration given to future roll out.</p> <p>Introduce the new universal early years' pathway which will enable additional family contact by health visitors and strengthen joint working with midwives and the third sector.</p>	<p>In 2019 working groups continued to review the Glasgow Early Years Joint Support Teams (EYJSTs).</p> <p>Ante-Natal Joint Support Teams were launched within each locality as a test of concept; the referral pathways have been established and each locality is testing the model with slight changes to the components.</p> <p>A pilot is underway in relation to revised Protocol and Special Needs In Pregnancy (SNIP) service criteria.</p> <p>Development work has been undertaken to prepare for implementation of the new universal early years' pathway during 2019/20.</p> <p>The recruitment of Health Visitors will be completed by January 2020. HSCP will monitor the impact of increased provision on both resources and families.</p>	HSCP	

	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
38.5	38.5 Focus on working with our partners in the third and community sectors to ensure that community-based services are available at the right time and in the right place, and that support is shaped around delivering the best outcomes for individuals.	Planning and reporting of the Family Support Strategy is reported under priority 50.	See Priority 50 Below		
39. Conduct an independent review of Self Directed Support and its implementation in Glasgow and consider its recommendations and areas for improvement.					
39.1	Commission an independent review of Self Directed Support	<p>Implement the recommendations of the independent national review of Self-Directed Support (SDS).</p> <p>Implement and monitor the new Purchasing Framework.</p> <p>Improve SDS transition arrangements for young people as they move into adult services.</p> <p>Through the new framework, work with providers and service users to introduce new assistive technology.</p> <p>Monitor impact of pre-paid cards on new Direct Payments uptake.</p>	<p>The new 2019 Purchasing Framework is up and running and maximising provider choice for service users. Guidance has been published for staff on SDS and the new framework arrangements.</p> <p>Work ongoing to streamline the process for young people with disabilities transitioning from Children's to Adults Services.</p> <p>We continue to develop the role of assistive technologies in SDS and staff have been briefed about the new technological options available from the framework.</p> <p>The Pre-Paid Card (PPC) system was introduced in June 2019. This system aims to improve the uptake of Direct Payments (SDS Option 1) by minimising potential barriers. At this stage it's still too early to determine whether the introduction of the PPC has had an impact on the uptake of Direct Payments. This may change as the information on PPCs filters through to new and current service users.</p>	HSCP	



	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
39.2	Promote the uptake of Self Directed Support among groups who currently underuse it, such as people with mental health problems and the over-65s.	Further develop the Your Support Your Way (YSYW) Glasgow website to promote and support increased uptake of Self Directed Support (SDS). Review the structure of the YSYW website.	The YSYW website was updated with information on Direct Payments, and the launch of the new pre-paid cards for Direct Payments. A review of the website is planned with the aim of improving the health and social care information available for patients, service users, carers, their families and the wider public. The review will be carried out by a project board and its scope will include branding, content and functionality.	HSCP	
39.3	Work with partners in the third and community sectors, to help older people to live healthier lives at home, supported by early intervention-focused, community-based services.	Support older people to live healthier lives at home, in partnership with the third and community sectors as part of transformational programme for older people's services. Continue to deliver the HSCP Older People's Transformational Change Programme 2018-21 as set out in the new IJB Strategic Plan.	Locally based projects such as Local Area Co-ordination and Community Connectors continue to support vulnerable older people to remain at home and engaged with community activities such as lunch clubs. £500,000 will be invested to develop 3rd sector social care and support infrastructure as part of the Maximising Independence Programme . This activity will be co-ordinated by the Glasgow Council for Voluntary services (GCVS).	HSCP	
40. Work with partners in the third sector to review the City's Independent Living Strategy and implement its recommendations.					
40.1	Implement the Council's Independent Living Strategy.	Further work is required to identify how this priority will be progressed and who will be taking this forward.	Although the Glasgow Independent Living Strategy Project Board is not currently meeting, a range of activity in relation to independent living continues to be supported across the city. Examples of ongoing activity in Glasgow include:		


	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
40.2	Improve co-ordination and integration of employability, education and personal capacity-building services for people with disabilities.	Further work is required to identify how this priority will be progressed and who will be taking this forward.	<ul style="list-style-type: none"> Participatory Budgeting (PB) (Priority 75) - the Glasgow Disability Alliance (GDA) supports people with disabilities to be involved in economic decision making in the city through PB. (GDA paper on PB). Wellbeing for Longer in Glasgow Fund provides funding for a number of projects which promote and support independent living and seeks to reduce loneliness and social isolation (see Priority 38.1). 		
40.3	Work with disability organisations to map and capture unmet need and reduce barriers to accessing services	Further work is required to identify how this priority will be progressed and who will be taking this forward.	<ul style="list-style-type: none"> Glasgow Centre for Inclusive Living (GCIL) provides advocacy and training to support the disabled community in relation to self-directed support (SDS) and promotes the update of Direct Payments (SDS Option 1). The multi-agency Hate Crime Working group has developed a Hate Crime Strategy and supports disabled people to report Hate Crime and/or discrimination. The Momentum Bridging Service assists clients with disabilities and long term conditions through a five stage employability programme. Project Search is a service designed for young people from Glasgow aged 18-25 years who have a learning disability or autistic spectrum condition, which supports them into employment. Details of Financial Inclusion activity can be found at Priority 47. The provision of toilets to Changing Places Standards in the city allows people with profound disabilities greater accessibility – further details can be found at Priority 43. 		




	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
40.4	Work with housing providers to deliver appropriate housing with support where required, to maintain people in their own homes for as long as possible.	<p>Work with partners to increase the proportion and number of barrier free homes in Glasgow.</p> <p>Implement the Glasgow Strategic Housing Investment Plan (SHIP) 2020-25 which is supported by the Social Care Housing Investment Priorities 2017-22 (SCHIP).</p>	<p>Following a period of engagement with RSLs and developer partners, the Glasgow Strategic Housing Investment Plan (SHIP) 2020-25 was finalised and approved by the City Administration Committee at the end of October.</p> <p>A new Housing Contribution Statement 2019-22 for Glasgow was presented to the IJB in November following consultation activity.</p> <p>During the first half of 2019/20, 305 new build homes were approved and 258 completed.</p>	HSCP	
		<p>Develop new models of community-based Supported Living for frail elderly individuals.</p> <p>Implement proposals for the new supported living models.</p>	<p>The benefits of supported living packages are two-fold, firstly they build people's independence enabling them to live at home for longer and secondly they reduce the need for residential care.</p> <p>At the end of September 2019, 821 people were receiving a supported living package. This number is expected to increase during 2019/20 in line with our accommodation based strategy and via funding for the Central Review Team. Our target is to have 920 supported living packages in place by the end of March.</p> <p>We continued to develop the clustered Supported Living Model during 2019; at the end of September we had received 69 tenancy offers, well on the way to achieving our year-end target of 75.</p>	HSCP	
		<p>Continue to provide funding through the DRS Affordable Housing Supply Programme (AHSP) for house adaptations for people with disabilities and a range of other needs.</p>	<p>We continued to provide funding towards adapting RSL properties to meet the needs of people with disabilities and a range of other needs through the Council's Affordable Housing Supply Programme 2017-22 (AHSP). The total allocated AHSP grant for adaptations in 19/20 is £3m.</p>	DRS	




	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
41. Review community care charges, in partnership with the HSCP Integrated Joint Board and those who are impacted by them.					
41.1	<p>Review community care charges to assess the impact on service-users and the Council's budget.</p> <p><i>Note: Residential charging is set at a national level and cannot be amended</i></p>	<p>Review Social Care Charging Policy and process around charging for social care within the context of national legislation and COSLA good practice guidance.</p> <p>Non-residential Charging Policy is reviewed on an annual basis.</p> <p>Monitor implementation of Free Personal Care for under 65s.</p>	<p>Free Personal Care for under 65's was introduced on 1 April 2019. The HSCP's Social Care Charging Policy has been updated to reflect this major change in legislation. All service user charges have been reviewed and amended since this policy was introduced. In January 2020, just under 1,400 service users under 65 were in receipt of free personal care.</p> <p>Non-residential Charging Policy will continue to be reviewed on an annual basis.</p>	HSCP	
42. Continue our work on the People Make Glasgow Fairer Strategy to tackle poverty, considering how we can address emerging issues such as child hunger and period poverty.					
42.1	<p>Continue our work on the People Make Glasgow Fairer Strategy to tackle poverty, addressing emerging issues such as child hunger and period poverty.</p>	<p>Introduce free sanitary products in schools in Glasgow and scope out extending access to other areas.</p> <p>Provide free sanitary products for the City Chambers complex commencing Summer 2019.</p> <p>Develop and consider costed proposals for roll out of free sanitary products to community groups.</p>	<p>We continued to provide free access to sanitary products across all Glasgow Secondary Schools.</p> <p>Following a highly successful pilot, a partnership agreement has been developed between the Simon Community and Glasgow City Council for volunteers to deliver sanitary products to Council and Glasgow Life venues across the city. The launch is planned for early 2020 with volunteers being recruited between November and January. An evaluation of this initiative is planned.</p>	Education Services	


	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
		<p>Deliver the People Make Glasgow Fairer Strategy</p> <p>Submit Child Poverty Action Plan to Scottish Government during Summer 2019.</p> <p>Publish a progress report on the People Make Glasgow Fairer Strategy during 2019.</p> <p>Prepare and implement plans for Challenge Poverty Week in October 2019.</p> <p>Continue to provide support services for claims to UC.</p>	<p>The Poverty Leadership Panel (PLP) Progress Report for 2018/19 was published. This provides details of the projects completed, statistical information and details of projects underway or planned for the forthcoming period.</p> <p>The Child Poverty Action Plan was published on the Council's Website in June 2019.</p> <p>At the start of July the Safeguarding pilot project was launched. This project involves working with the DWP and partners to ensure that those homeless and who have experience of or have the following, are nominated as <i>at risk</i> by an approved 3rd party to the DWP to ensure that their conditions are taken account of when agreeing a claimant commitment, thereby reducing the chance of sanctions.</p> <ul style="list-style-type: none"> • a Mental health conditions and/or • a Learning disabilities and/or • a Condition affecting cognition and/or • A transient or chaotic lifestyle and/or • and Addiction issues. <p>Working with members of the Community Activist Panel (CAP) on a revamp of the People Make Glasgow Fairer anti-stigma awareness training for council staff on GOLD, which was launched during Challenge Poverty Week 7th-13th October.</p>	FS	



	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
43. Review the current provision of changing places toilets across Glasgow and work in partnership with businesses and developers of new build properties to expand provision.					
43.1	Provide options for how to invest or upgrade toilets in the city's buildings to Changing Places standards to improve accessibility.	<p>Work to expand Changing Places compliant facilities during future refurbishment and new developments.</p> <p>Undertake evaluation of potential Changing Places sites for Govanhill Baths and Cathedral Precinct at High Street.</p> <p>Build new Changing Places toilets at the Riverside Museum and the Burrell Collection.</p>	<p>The Whitehill Pool, Kelvin Hall and Tollcross International Swimming Centre currently have Changing Places compliant facilities.</p> <p>Glasgow Life has continued to liaise with City Building to finalise technical details for installation of a Changing Places facility in the Riverside Museum. Work to install the facility will begin in January 2020 with an anticipated completion date of March 2020.</p>	Glasgow Life	
44. Work to implement the Health Commission recommendations on mental health and wellbeing, ensuring mental health is embedded into policy considerations and employment programmes.					
44.1	Deliver mental health services for children and young people, bringing together healthcare and education, to ensure faster treatment without stigma.	<p>-Implement recommendations from the review of Youth Health Services.</p> <p>-Implement new model of Youth Health services across the city establishing three hubs in each locality.</p> <p>Implement Strategic Framework for improving the mental & emotional health and wellbeing of young people.</p> <p>Continue to develop and implement</p>	<p>We continue to implement the new model following the Re-design and Development of Youth Health Services across the city.</p> <p>In June 2019 approval was granted to extend the Youth Health Services to 9 hubs (3 in each of the 3 localities) over the next two years. It is anticipated that Youth Health Services will open in Gorbals and in Shettleston Health Centres in March this year.</p> <p>The Wellbeing and Mental Health Strategic Group for Glasgow has continued to meet to co-ordinate and plan delivery across multiple settings. The group continues to feed into the Children's Services Governance Structure.</p> <p>Glasgow City Council announced new investment for counselling in Glasgow Schools (Primary 6+7 and secondary education).</p>	HSCP	


	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
		plans for young people aged 12+ through the Well-being and Mental Health Strategic Group for Glasgow.	Progress was reported through the Glasgow Integrated Children and Young People's Service Plan 2017-2020 . Ongoing development of the Children Services Plan 2020-2023 has highlighted mental health as an area of concern for both professionals and young people.		
44.2	Incorporate the principles of the See Me campaign into Council-wide service planning and delivery.	Implement the Mental Health Strategy which incorporates the principles of the Scotland-wide See Me campaign and disseminate it across all Council services to influence Council-wide service planning and delivery. Continue to raise awareness across Council services.	Corporate Services have compiled completed departmental templates designed to indicate progress in the implementation of the Health Inequalities Commission recommendations on mental health. The GCPP Exec agreed in October 2019 to proceed with establishing a Public Health Oversight Board for GCC and respective community planning partners. The HSCP currently chair the multi-agency strategic group and co-ordinate partnership activity and reporting around suicide prevention in the city . This group also co-ordinates activity across the partnership for the annual Suicide Prevention Week and reps chair the Choose Life multi-agency training group and co-ordinate the multi-agency suicide prevention training programme.	HSCP	


	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
44.3	Have an integrated approach to employability support working with mental health teams, along with advice to maximise income and mitigate welfare benefit cuts	<p>Continue to work with partners to provide employability support for mental health service users.</p> <p>Recruitment of an employability lead for the HSCP during 2019/20.</p> <p>Implement Phase 2 of the ESF (European Social Fund) Employability Pipeline for people with mental health conditions.</p>	<p>GCHSCP recruited an employability lead in September 2019 to build partnership working and strengthen links between the HSCP and wider employability infrastructure. In addition, the GCHSCP Employability Board will be re-established during 2020.</p> <p>Request for a further extension to the ESF Employability Pipeline programme (Phase 2) was submitted and approved by Scottish Government, taking the programme to the end of 2022.</p> <p>Work to allocate funding has commenced internally and with the CPU. Advertising was delayed while awaiting clarity around Brexit and ESF Programme pre-suspension. The tender will now be advertised and the evaluation commenced.</p>	HSCP/ DRS	
45. Expand our support for carers through the carers' card, a strengthened role for the Carers' Champion and a new Carers' Forum.					
45.1	Work with carers to refresh the job description of the Carers Champion and, support the recruitment of the Carers Champion.	Recruit Elected Member Carers Champion along with an unpaid Carer Champion.	<p>The terms of reference of the Carers Reference Group were reviewed.</p> <p>Recruitment of the Carers Champions to be progressed by the Carers Reference Group.</p>	HSCP	
45.2	Host quarterly Carers engagement events.	<p>Further develop engagement mechanisms with local carers in the city.</p> <p>Organise annual consultation events for Adult and Young Carers.</p>	<p>Carer Strategies Consultation for the Draft Adult and Draft Young Carer Strategy concluded in June 2019.</p> <p>A Carers consultation around the work with carers in hospital will be undertaken in January 2020.</p>	HSCP	


	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
45.3	Support Carers to access services and support through the Carers' Card.	Continue to promote the Carers' Card which provides access to a range of services and support.	Carers' cards have continued to be distributed to all Carers via the carer centres.	HSCP	
45.4	<p>Improve identification of carers across the city and introduce a single pathway to access support</p> <p>Improve co-ordination and integration of the full range of support to carers.</p>	<p>Continue, through the Glasgow City Carers' Partnership, to increase the identification of carers including young carers across the city and improve the co-ordination of support provided to them through the single point of access pathway. Continue to implement the Carers (Scotland) Act 2016.</p>	<p>We continue to implement the Carer's (Scotland) Act 2016 which came into effect on 1 April 2018. The Act is designed to support Carers' health and wellbeing and help make caring more sustainable. Carers' Rights are explained in more detail on the Your Support Your Way website.</p> <p>Between April and December 2019 1,414 new Carers were identified who went on to receive a Carers Support Plan or Young Carer Statement. It is anticipated that we will meet our annual target of 1,900 by the end of Quarter 4.</p> <p>A GOLD training module in respect of the Carers Act is now available for staff online. The Carers Act Workforce Learning and Development Plan to be rolled out to HSCP staff from February 2020. CareFirst 6 e-forms have been updated in line with the requirements of the Carers Act.</p> <p>A Charging Policy in respect of the Carers Act is under development to allow the calculation of charges when implementing the legislation.</p>	HSCP	
45.5	Work to stabilise funding for carers' centres & support services	<p>Continue to invest in third sector carer services and centres to widen range of services available for carers.</p> <p>Implement new tender arrangements for carer centres from May 2019.</p>	<p>Funding was put in place for carer tender in May 2019. The IJB also agreed additional investment in June for 6 family support workers in third sector carer services.</p> <p>Implementation of the new tender arrangements for carer centres is ongoing.</p>	HSCP	


	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
		<p>Consolidate all carer funding programmes including proposed additional investment from the Carers (Scotland) Act 2016.</p> <p>Plans, with investment details to be submitted to the IJB for approval on an annual basis.</p>	Plans have been completed as part of the service tender process.		
46. Deliver the homelessness strategy in partnership with providers, building on the recommendations of the homelessness summit and strengthening the Rough Sleepers' Initiative approach.					
46.1	Continue to work with partners across the city to reduce and work towards eliminating unintentional rough sleeping in Glasgow	<p>Deliver the Glasgow City Homelessness Strategy 2015-20 in partnership with providers, building on the recommendations of the homelessness summit.</p> <p>Implement Rapid Rehousing Transition Plan Phase 1 recommendations.</p> <p>Establish a Housing First Strategic Working Group.</p> <p>Finalise tender for the Homelessness Commissioning Alliance framework (December 2019).</p>	<p>All local authorities were required to submit a Rapid Rehousing Transition Plan (RRTP) to the Scottish Government. The Glasgow Rapid Rehousing Transition Plan (RRTP) 2019-20 to 2023-24 has been submitted and approved and has been implemented from April 2019. The RRTP builds on previous strategic and summit recommendations and it reflects the priorities of the Glasgow City Homelessness Strategy 2015-2020.</p> <p>Glasgow Homelessness Strategic Working Group has continued to meet quarterly and will be a key forum to review planned actions of the RRTP. Housing First Steering Group also reports through this arrangement. Housing Access Board continues to meet and will focus specifically on prevention agenda. 4 weekly finance and performance meeting now introduced to capture key outcomes and monitor performance. Forthcoming work will commence on developing a reporting framework on the key RRTP priorities/outcomes and associated measurements.</p>	HSCP	



	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
46.2	Increase the supply of temporary furnished accommodation and phase out the use of B&Bs.	<p>With the Wheatley Group and other RSLs, implement the Joint Temporary Furnished Accommodation plan.</p> <p>Continue to meet with the Wheatley Group to monitor performance and explore options to identify and track outcomes.</p> <p>Develop and implement a Rapid Rehousing Transition Plan (2018-23).</p> <p>Implement Phase 1 of Rapid Rehousing Transition Plan in partnership with DRS and RSL's.</p> <p>Implement and monitor the Scottish Housing Regulator (SHR) Action Plan.</p>	<p>The RRTP acknowledges key priorities which will focus on an initial temporary increase in the supply of temporary accommodation in order to reduce use of B&Bs in the longer term.</p> <p>The Joint Temporary Furnished Accommodation Plan, developed with RSL's, is now translating into community letting plans influenced by the Temporary Accommodation and Development Service (TADs) implementation action plan.</p> <p>The 5 year Glasgow Rapid Rehousing Transition Plan (RRTP) 2019-24 was approved by the IJB in February 2019 and submitted to the Scottish Government. Implementation of Phase 1 of the Rapid Rehousing Transition Plan began in April 2019, in partnership with DRS and RSLs.</p> <p>Implementation of the Scottish Housing Regulator Action Plan is underway. This plan is aligned to the Rapid Rehousing Transition Plan. Regular meetings have taken place to monitor outcomes.</p>	HSCP	
47. Review the provision of benefits, welfare and other advice to continue to identify opportunities to integrate and maximise support for people affected by welfare reform, or long term conditions.					
47.1	Review and strengthen welfare support to ensure people are not made homeless due to benefit issues	<p>Continue to implement the Housing Options approach, identifying and supporting at an early stage people who may be at risk of homelessness due to benefit issues.</p> <p>The Rapid Rehousing Transition Plan is reported under priority 46.</p>	<p>The Prevention agenda is a key priority for the RRTP; the Plan highlighted the need to reinvigorate the Housing Options approach. There has been increased investment in this area with a focus on financial inclusion and working with key partners Citizens Advice Glasgow and DWP.</p> <p>The Private Rented Sector (PRS) Hub team assisted 102 families during the period April to September 2019 and 45 families were identified as having a health related issue. Since the service was</p>	HSCP	


	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
			introduced in 2017, 312 families have been supported. This support has included referrals/case discussions/partnership working as well as direct financial support and welfare benefits advice to ensure families are able to sustain their PRS tenancies. The prevention rate for homelessness is 94%.		
		Develop a common “support package” for new tenants to address the wider financial challenges they face.	The common support package has now been piloted in the North West of the city; an initial evaluation of the first 6 months has been commenced with the results presented to the steering group at the end of October.	FS	
		Pilot a common support package for new tenants in the North West of City during 2019.	The working group meets on a monthly basis to establish best practice and remove barriers. Steering group will consider next steps.		
47.2	Integrate advice and support on income maximisation and the mitigation of welfare cuts with other service provision Further poverty and stress-proofing our services	Continue to support vulnerable social care service users affected by the impact of ongoing Welfare Reforms through Social Work Services Welfare Rights and Money Advice. Continue to maximise service users’ income with particular focus on service users who became entitled to free personal care from April 2019.	The Corporate Welfare Reform Working Group meets on a quarterly basis to share the national policy position and information about legislative changes. Recent focus has been on the rolling implementation of Scottish Social Security Benefits, and the continuing impact of the DWP welfare reform programme. In the first two quarters of 2019/2020, £2.3 million was generated in successful benefit claims for HSCP service users receiving a chargeable service; this is on course to match the total for 2018/19 of £4.55m.	HSCP	
		Continue to represent Glasgow residents at benefit appeal tribunals.	Between April and September 493 Glasgow residents were represented at benefit appeals.		


	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
		Continue to support tenants through the new dedicated DRS income maximisation team.	The HSCP continue to provide Welfare Rights Officer (WRO) support within DRS Private landlord team.		
		Continue to provide appropriate Welfare Rights training and advice to staff and voluntary organisations.	Between April and September, HSCP Welfare Rights staff delivered 64 training sessions to staff and voluntary organisations; approximately half of these were in relation to Universal Credit.		
47.3	Work with partners to expand the range and level of services to ensure it meets the needs of citizens across the city.	<p>Act on the recommendations from the evaluation of the Wee Glasgow Loan (WGL) initiative.</p> <p>New action: Pollok Credit Union (PCU) to work with RSLs to develop bespoke loan products.</p>	<p>Pollok Credit Union has decided not to expand the Wee Glasgow Loan (WGL) or actively publicise it, due to financial losses experienced and the cost of marketing the new higher interest costs WGL. This action is now closed.</p> <p>Pollok Credit Union (PCU) to work with RSLs to develop bespoke loan products. This work is still in early development and no timescales have yet been agreed.</p>	FS	
		Continue to develop and extend the Long Term Conditions and Macmillan service.	Work has continued on the development of the service at the Glasgow Royal Infirmary (GRI). The in-patient service is now fully embedded and development is underway to extend to outpatients.		
		Launch the Glasgow Royal Infirmary service in 19/20.	A review is planned of the Long Term Conditions (LTC) outreach services across Glasgow, specifically around co-location with NHS. This review will include the new service at the GRI.		
		<p>Continue to develop and extend Improving the Cancer Journey (ICJ) Service.</p> <p>-Implement stage 1 of ICJ volunteer driver programme (HNA Driver) July/August 19.</p> <p>-Launch new ICJ Housing Service at The Beatson supporting early discharge from May 19.</p>	<p>In partnership with Macmillan @ Glasgow Life, ICJ have introduced a new volunteer driver role to take ICJ clients to their Holistic Needs Assessment (HNA) appointments. This is phase one of a potential 3 phase project.</p> <p>A new Housing pilot has been developed at The Beatson Cancer Centre. ICJ's Housing professional is working with hospital staff to support the discharge process with early identification of Housing needs. It is hoped this pilot can allow people to remain in their own home safer for longer; or identify where a new property is required,</p>		

	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
			initiating action at the earliest possible opportunity. Currently this is for Glasgow City clients only with the hope of extending across NHS Greater Glasgow & Clyde in the near future.		
48. Develop a corporate parenting plan and expand our support to kinship carers.					
48.1	Raise Glasgow's performance as a corporate parent. Work in close partnership with the Scottish Government on its national review of the care system	Continue to develop the role of the Council's Champions' Board, the Corporate Parenting Forum and the People Achieving Change (PAC) group for young people (formerly the Young People's Champion's Board).	<p>People Achieving Change (PAC) our Young People's Champion's Board, continues to grow and engage with care experienced young people. In addition to the PAC Board and Group and mini participation hubs, PAC have now established a participation hub within St Mary's Unit. It is anticipated that all engagement activity will bring with it a breadth of experience from care experienced young people.</p> <p>PAC are currently working to jointly commission a piece of research with HSCP to look at mental health and care experience. This is anticipated to take place early 2020.</p> <p>The Corporate Parenting Forum delivered quarterly sessions with a focus on mental health and continuing care. PAC hosted two of these sessions.</p> <p>The Council's Champion's Board continues to run on a quarterly basis. Representatives from our PAC Board and Who Cares? Scotland attend this Board which aims to raise awareness of care experienced young people within Glasgow.</p>	HSCP	

	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
		<p>Take forward the implementation of the Corporate Parenting Action Plan.</p> <p>Recruit care experienced young people to a joint HSCP and Education Services team to improve educational outcomes for the most disengaged young people.</p>	<p>HSCP and GCC Education Services have been working collaboratively since January 2019, through the establishment of the Care Experienced Team. The main purpose of this team is to support care experienced young people, with the aim of reducing the attainment gap and improving outcomes.</p> <p>The Team work closely with PAC, Children Rights and education settings to capture care experienced young peoples' views, in order to inform the development of their service.</p>		
48.2	<p>Ensure the needs of kinship carers and children in kinship care are responded to.</p>	<p>Continue to improve support to kinship carers across the city and invest in developing their capacity and resilience.</p> <p>Roll out Lifelong Links across the City.</p> <p>Continue to implement Family Group Decision Making as a means of enhancing kinship care planning and provision.</p>	<p>HSCP have recruited additional Lifelong Links workers to enable a roll out citywide; workers now in post. The impact of the additional Lifelong Links workers will be monitored and an update is anticipated early 2020.</p> <p>We continue to use Family Group Decision Making across the city; this strengthens families particularly in relation to kinship care, planning and provision.</p>	HSCP	

	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
49. Build on our Age Friendly City strategy and action plan.					
49.1	Implement the existing Age Friendly City strategy	Produce a final report on the Age Friendly Strategy for the World Health Organisation by end 2019. Review and align the Age Friendly Strategy with the national Fairer Scotland for Older People Strategy.	A final progress report on the Age Friendly City Strategy was presented to General Purposes City Policy Committee in November. The outcomes from the Age Friendly Strategy will now be delivered and reported via the Council Strategic Plan 2017 to 2022 and the Equality Outcomes Framework.	CED	
50. Build on the Child Rights/Child Friendly practice developed with UNICEF and provide options on how it can be embedded within council services.					
50.1	Build on the Nurturing and Child-Friendly City strategies	Develop and implement a Family Support Strategy with third sector partners, providing early intervention to prevent the need for statutory involvement in the family by Social Work Services. Undertake a consultation on the draft Family Support Strategy. Identify additional resources and implement strategy through agreed Commissioning Framework for Family Support Services.	An online consultation of the Draft Family Support Strategy took place in June 2019. In addition, the Citywide Third Sector Forum facilitated a consultation with families capturing over 140 views on the draft strategy. Views were used to inform the final draft of the Family Support Strategy. The Family Support Strategy has been signed off by the Family Support Planning Group, GIRFEC Lead Officers Group and will go before the Children's Services Executive Group for sign off. Discussions continue with external funders, HSCP, Glasgow Life, and GCC Education Services to align funding and activity across the city in relation to family support. HSCP Commissioning staff are currently working on the Family Support Intensive Services Framework in partnership with CELCIS, HSCP Children's Services and three third sector providers. This group will create and test a model to support families' with children on the edges of care. To support this work and to address the need for more out of hours provision across the city, the HSCP have invested £600k to develop, along with three third sector providers, an out of hours service.	HSCP	

	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
			<p>In addition, an HSCP Commissioning sub-group has been set up to design a commissioning strategy and framework for Early Intervention Family Support. The framework will go out to tender in April 2020 with the aim of services being in place by June 2020.</p> <p>While these frameworks are being developed, the HSCP is investing an additional £1.98m in family support services to support and strengthen the current infrastructure across the city. This brings the total 2019/20 investment in family support across the city to £5.04m.</p>		
51. Implement our Dementia Strategy.					
51.1	Implement the dementia strategy, to inform work and service delivery across the Council	<p>Implement Glasgow City's Dementia Strategy.</p> <p>Develop a new five year strategy for older people's mental health services. This will include ongoing work in taking forward the National Dementia Strategy 2017-2020.</p>	<p>The Glasgow Dementia Strategy continues to be implemented in the city. A progress report on the strategy was published in May 2019. Current developments are detailed below:</p> <p>A GOLD training course is under development to enhance staff knowledge of telecare equipment and its benefits.</p> <p>Dementia Awareness work has been covered at a range of events across the City undertaking partnership work with Alzheimer Scotland and Carer Centres. In addition the HSCP Campaign to raise Awareness of Dementia was launched in December 2019.</p> <p>Stress and Distress training was delivered to 118 staff in November.</p> <p>Dementia Awareness stalls were in place at events in the city to support Power of Attorney (POA) day on November 20th. Joint work is currently being undertaken with Alzheimer Scotland to increase the number of people receiving post-diagnostic support. Work is continuing with Alzheimer Scotland to reduce waiting lists</p>	HSCP	

	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG										
			<p>and improve waiting times for people with dementia.</p> <p>A revised dataset is being introduced across NHSGGC in response to national data collection requirements and our current post-diagnostic support KPI is being reviewed by Partnerships across the Health Board area. No data is therefore currently available 2019/20.</p>												
52. Introduce a new community justice model focussed on the prevention of offending and reducing reoffending.															
52.1	<p>Introduce a new community justice model.</p> <p>Work with partners to improve communication and support for victims of crime.</p> <p>Improve support services for those completing community payback or prison terms linking closely to preventing re-offending and improving skills and employability and ensuring that reparation to communities and victims is visible and relevant.</p>	<p>The new Community Justice Partnership will implement the Glasgow Community Justice Outcome Improvement Action Plan (2018-23) with a particular emphasis on early intervention and the application of evidence-based interventions.</p> <p>Produce Community Justice Glasgow Partnership Annual Report (2018/19) (September 2019).</p> <p>Ongoing development of engagement strategy.</p>	<p>The Community Justice Glasgow Partnership Annual Report 2018/19 has been published. The report contains all pertinent performance measures, indicators of partnership activity and a focus on the delivery of the Community Justice Outcome Improvement Plan (CJOIP) which is based around the following 9 themes:</p> <table border="0"> <tr> <td>Service User Voice</td> <td>Prevention</td> </tr> <tr> <td>Communication</td> <td>Service and Resource Alignment</td> </tr> <tr> <td>Building Protective Factors</td> <td>Families</td> </tr> <tr> <td>Women</td> <td>Victims</td> </tr> <tr> <td>Throughcare</td> <td></td> </tr> </table> <p>Work ongoing to expand reach of engagement with particular focus on individuals with lived experience of the justice system, families, communities and victims.</p> <p>Using Annual Report, providing engagement sessions in community venues, including universities, shopping facilities and with community groups.</p>	Service User Voice	Prevention	Communication	Service and Resource Alignment	Building Protective Factors	Families	Women	Victims	Throughcare		Community Justice	
Service User Voice	Prevention														
Communication	Service and Resource Alignment														
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Throughcare															

	Commitment	Action Year 3 Planned Activity/Milestones	Progress	Lead Service	Year 3 mid term RAG
		Establish a "Tactical" Group to enhance local Diversion from Prosecution and Bail activity.	Preliminary Improvement Plans established for Diversion from Prosecution and Bail Support.		
		Continue to develop pathways for prison leavers into employability opportunities.	Established projects with social enterprises across Glasgow and contributed to planning of European Social Fund (ESF) framework for Glasgow to include individuals with convictions. Support ESF providers (when identified). Continue to work with Glasgow Social Enterprise Network.		