



Glasgow City Council

**Wellbeing, Empowerment, Community and Citizen Engagement
City Policy Committee**

Report by Interim Chief Social Work Officer

Contact: Mike Burns Ext: 22466

CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2019/20

Purpose of Report:

To present the annual report from the Glasgow City Chief Social Work Officer for the year 2019/20, prepared in line with interim guidance for the 2019/20 report from Scottish Government.

Recommendations:

The Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee is asked to:

- a) note the report; and
- b) note that it will be submitted to the Scottish Government.

Ward No(s):

Citywide: ✓

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

1. Purpose

- 1.1. To present the annual report from the Glasgow City Chief Social Work Officer for the year 2019/20, prepared in line with Scottish Government guidance.

2. Background

- 2.1. The requirement for every local authority to appoint a professionally qualified Chief Social Work Officer is contained within Section 3 of the Social Work (Scotland) Act 1968. This is one of a number of statutory requirements in relation to posts, roles or duties with which local authorities must comply.
- 2.2. The overall objective of the Chief Social Work Officer post is to ensure the provision of effective, professional advice to local authorities in relation to the provision of Social Work Services, and to ensure the delivery of safe, effective and innovative practice.
- 2.3. The Scottish Government has put in place statutory guidance relating to the role of the Chief Social Work Officer that clarifies:
 - role and function
 - competencies, scope and responsibilities
 - accountability and reporting arrangements
- 2.4. The Scottish Government has also preserved the statutory role of the Chief Social Work Officer within the terms of the Public Bodies (Joint Working) (Scotland) Act 2014.
- 2.5. A report was taken to Council's Executive Committee on 17 April 2009 which confirmed the above role and functions of the Chief Social Work Officer and a direction to bring forward reports to Committee on an annual basis, in line with this guidance.
- 2.6. The format for this report is in line with guidance that was issued in June 2020 by the Office of the Chief Social Work Adviser to the Scottish Government for the 2019/20 report. The revised template has been issued to enable CSWOs to present shortened reports given the workload implications caused by the covid-19 pandemic.

3. Governance and Accountability

- 3.1. Social Work Services is engaged in a number of strategic partnerships to support development and delivery of effective services across Glasgow. Key partners include Education Services, NHS Greater Glasgow and Clyde, Glasgow Community Planning Partnership, the third and independent sectors and service users, carers.

- 3.2. The Glasgow City Integration Joint Board was established in February 2016, with a significant range of health and social care functions delegated to it from the Council and Health Board with effect from 1 April 2016. It is a key priority for the Integration Joint Board and the Glasgow City Health and Social Care Partnership to ensure that relationships with key partners are strengthened through the integration of health and social care.
- 3.3. The Chief Social Work Officer is a member of the Executive and Senior Management Teams and leads the Social Work Services Professional Governance Board; is a statutory member of the Integration Joint Board; and, sits on a number of other Partnership boards and committees. In this way, the Chief Social Work Officer has a significant degree of involvement in the governance and accountability structures of the service and key partnerships which ensures a professional social work perspective on all strategic and operational decisions.
- 3.4. The Chief Social Work Officer, is a member of the Health and Social Care Partnership Senior Management Team and the Council Management Group. Holding a lead corporate responsibilities on key service reform areas, a significant involvement in budgetary decisions of the service and of the council as a whole as they relate to social care functions. The executive management structure of the Glasgow City HSCP can be viewed [here](#).
- 3.5. Within Glasgow, the Chief Social Work Officer has established a Chief Social Work Officer Group made up of professional social work leads from each of the Partnership's three localities. In this way, the Chief Social Work Officer is directly linked to local professional practice and service delivery.
- 3.6. The Chief Social Work Officer works closely with Elected Members and Council committees as necessary to ensure appropriate scrutiny of social care functions at a political level. The Chief Social Work Officer has statutory responsibility to provide the Council with effective professional advice regarding the provision of social care.
- 3.7. Since May 2019, temporary arrangements have existed in relation to the post of Chief Social Work Officer (CSWO). The current post holder has moved to fulfil the duties of the Chief Officer of the HSCP; responding to a vacancy following a secondment. The temporary arrangements have sought to consolidate the well-established governance arrangements while also responding to the challenges of COVID 19. This report captures activity for the year 2019/20.

4. Service Quality and Performance

- 4.1. The vision for Social Work Services in Glasgow is simply expressed in terms of 'protecting vulnerable children and adults from harm; promoting independence; and ensuring positive outcomes from our intervention'.
- 4.2. The Glasgow City Integration Joint Board's vision is detailed in its Strategic Plan, available at [Glasgow City HSCP Strategic Plan 2019-22](#)

- 4.3. Performance reporting for Social Work Services is now encompassed within the HSCP's annual performance reports, which are available at [Glasgow City HSCP Annual Performance Reports](#)
- 4.4. A number of particular highlights regarding service quality and performance in 2019-20 are identified below:
- The new £20m [Woodside Health and Care Centre](#) opened in June 2019 providing a broad range of services to the local community.
 - The Tomorrow's Residential and Day Care Programme was completed with the opening of two new care homes and two new day care centres - [Victoria Gardens Care Home](#), [Meadowburn Care Home and Day Care Centre](#) and [Woodside Day Care Centre](#).
 - Free personal care for people under 65 was introduced in April 2019 with approximately 1,900 service users under 65 now in receipt of this.
 - Developed an ambitious [Maximising Independence](#) programme which aims to encourage individuals and communities to support each other more and facilitate a step change in individual, family and community independence from statutory HSCP support.
 - A social media campaign #spotlightondementia ran in December which reminded people to look out for changes in the health of older relatives when visiting at Christmas. This included an [animation](#) based on '[Nancy and Joe - A Christmas Story](#)'.
 - The new [Enhanced Drug Treatment Service \(EDTS\)](#) opened in November 2019. This service aims to reduce public injecting and save lives by reducing the risk of overdose and the spread of blood borne viruses.
 - A [Pre-Paid Card](#) (PPC) system was [introduced](#) to increase the uptake of personalisation and promote financial inclusion. The card, which functions like a bank debit card, is now being used by approximately 600 people with personalised services.
 - Won the '[Achieving Better Outcomes in Partnership](#)' at the 2019 COSLA Excellence Awards for the [Tomorrow's Women Glasgow \(TWG\) Partnership](#). This service works with women who have been involved in offending or returning from custody.
 - Supported the successful co-production of the [Glasgow Family Support Strategy \(FSS\) 2020-2023](#) with families and other partners to improve outcomes by developing more local preventative and early support for families.
 - A new [Youth Health Service](#) (YHS) model was launched and is being rolled out across the city. This model adopts a preventative, early intervention approach and once completed, will create 9 venues citywide providing holistic services for young people aged 12-19.
 - The Health Improvement Team within Sandyford Sexual Health Services commissioned and led the development of the new national [Relationships, Sexual Health and Parenthood \(RSHP\)](#) online teaching and learning resource for children age 3 to 18.
 - Glasgow City HSCP 'Quit Your Way' (QYW) Smoking Cessation Services were recognised at the [ASH Scotland Charter Awards](#) for

demonstrating excellent collaborative work with dental practices and the City of Glasgow College as well as for supporting smoke-free play parks.

- 4.5. There are some specific areas identified in the Annual Performance Report where the Partnership aims to improve performance over the next 12 months. These include:
- Increasing the percentage of service users that are transferred home from intermediate care
 - Reducing the total number of Acute bed days lost to delayed discharge for Adults with Incapacity (AWI) Older People
 - Increasing access to specialist Child and Adolescent Mental Health Services (CAMHS)
 - Increasing the percentage of young people currently receiving an aftercare service who are in employment, education or training
 - Reducing the number of delays for Adult Mental Health services.
- 4.6. Full details of the areas of improvement identified by the Partnership can be found in the [Annual Performance Report 2019/20](#).
- 4.7. In accordance with the Equalities Act (2010), the Partnership is required to undertake a number of duties including reviewing policies and practices to eliminate discrimination and advance equality of opportunity and access for people with 'protected characteristics'. An HSCP Equalities Working Group has been established to oversee the programmes of work related to equalities and report on progress. Highlights during the past year in respect of these duties include:
- Reported [progress](#) in taking forward the first HSCP [Mainstreaming and Equality Plan \(2016-20\)](#) and the equality outcomes specified within it.
 - Developed a new [Equalities Mainstreaming Report 2020-2024](#).
 - [Equality Impact Assessments \(EQIAs\)](#) are now an integral component when creating, reviewing and making changes to HSCP services.
 - Supported the roll out of the [Gender Friendly Nursery Programme](#).
 - Published the [British Sign Language \(BSL\) Local Action Plan \(2018 – 24\)](#).
 - Worked to raise awareness of the importance of third party reporting of hate crime and signed the Hate Crime Pledge.

5. Delivery of Statutory Functions and Public Protection

- 5.1. Social Work's performance over the range of statutory functions is outlined in the [Glasgow City Integration Joint Board's Annual Performance Report](#). A Professional and Clinical Governance Assurance Statement, which covers MAPPA, Child Protection, Adult Protection and Public Protection, is reported to the Glasgow City Integration Joint Board each quarter.
- 5.2. Public protection is central to the ethos and underpinning of the Partnership, runs through every aspect of HSCP service delivery and is evidenced by its profile within our organisational structure. Key aspects in which it is specifically manifested include; Child Protection; Adult Protection; and the

Multi Agency Public Protection Arrangements (MAPPA) in respect to the management of sex offenders and other high risk offenders.

5.3. **Child Protection**

- 5.3.1. During 2019/20 there continued to be a number of key initiatives to support professionals to identify and address issues of child well-being and protection. Glasgow continued to prioritise work around strengthened based family support. Developing in partnership with the Third Sector a comprehensive family support strategy endorsed by the IJB and the Education and Skills development Committee in January 2020. This strategy will also increase investment in family support across the city from £2.7M to £5.5M. This critical initiative seeks to not only support families and parents, but also act as a response to the challenges of childhood poverty and inequality.
- 5.3.2. The Assessment of Care tool to assess neglect was rolled out and the impact on practice is currently being evaluated.
- 5.3.3. Funding has also been made this year for intensive family support and there is currently a test of change in place with 3 Third Sector Partners to sustain more vulnerable children at home, in their schools and in their communities. Glasgow has also established a multi-agency information sharing meeting chaired by Police Scotland to identify and discuss those young people considered to be at significant risk and vulnerable through exploitation.
- 5.3.4. Early information sharing and decision making through the Initial Referral Discussion (IRD) is well established and is being reviewed on a regular basis by managers from key partners to provide quality assurance and management oversight.
- 5.3.5. The Young Persons Support & Protection Procedures were updated to reflect changes in national guidance and local practice and a number of multi-agency briefings took place to support implementation during the second half of 2019/20.
- 5.3.6. The CSE group has undertaken awareness raising activities with the night time economy across the City, delivering a range of training and we are currently involved with Barnardos and key partners in developing national CSE assessment guidance which will be piloted in Glasgow. The Trafficking work group has also been responding to Scottish Government consultations regarding the proposed new legislation.
- 5.3.7. Glasgow has been identified as an example of good practice in the management of child trafficking and we have expressed an interest in being one of the Home Office pilot sites for the testing of the new National Referral Mechanism pathway.
- 5.3.8. Work continues to develop a Children's House in the City in accordance with the Barnahus model. The Child Protection Committee and Chief Officers

have committed to the creation of such a resource and work is underway to identify potential suitable accommodation. Glasgow continues to engage in discussion with the Scottish Government Barnabus team who are currently developing practice standards for the development of Children's Houses across Scotland and discussion is underway with Children 1st who have secured funding to develop the first Children's House in Scotland.

5.4. Adult Support and Protection

- 5.4.1. The Scottish Government published its Adult Support and Protection (ASP) improvement plan last year with one of the requirements being 'thematic' Adult Protection Inspections with assistance from the Care Inspectorate. Two phases were planned, with the first phase identifying Glasgow as one of the areas to be inspected. This was delayed due to COVID-19, however the programme has now recommenced with some additional questions relating to the impact of COVID-19 on service users and service delivery
- 5.4.2. From 2015 we have steadily developed our ASP processes and responded to findings from our tripartite self-evaluations. We continue to work in partnership with independent advocacy services and work closely with third sector agencies who support adults and carers who have been identified as adults at risk of harm.
- 5.4.3. We continue to promote activity around the tripartite self-evaluations ensuring continuous improvement and remain on course to meet the requirements of the planned inspection. The tripartite self-evaluation is undertaken by staff from the HSCP along with NHS GCC Acute staff and Police Scotland, and is based on the Care Inspectorate's tool for inspections.
- 5.4.4. Glasgow have continued to promote learning from joint self-evaluations and have built on all the recommendations and findings with the service user at the centre of this approach. We have a suite of user friendly ASP leaflets to support adults and their carers involved in the process, with the findings disseminated via the ASP Committee and Social Work Governance meetings. It is worth noting that a smaller self-evaluation also took place specifically to review our intervention in cases with the primary harm noted as sexual abuse.
- 5.4.5. Improvements continue to take place including:
 - City wide briefing sessions on areas of improvement in ASP.
 - Locality Management Reviews which have consistent themes and take place twice yearly in each of the three localities with key partner agencies.
 - Locality agreed action plans reviewed and presented annually to the ASP Committee.
 - Local briefing and guidance session around the use of chronologies and the life event screens.
 - Enhancement of Learning and Development training including; statutory training and multi-agency partnership training.

- Revised Large Scale Investigation guidance including the requirement for Heads of Service who will chair conferences to be provided with briefing sessions to assist with transition.
- Extended development sessions which have included National events and shared learning from National Significant Case Reviews.
- Critical review of purchased providers' policies for Whistleblowing, in partnership with ASP staff and Commissioning.
- Glasgow HSCP reviewed NHS GGC guidance for prison health care staff and included ASP.

5.5. **Adult Support Protection / Child Protection Committees**

- 5.5.1. Both committees undertook a programme of self-evaluation activity in 2019/20. This was driven by increased scrutiny of the data reports which are produced for each committee. In ASP there were audits on the quality of chronologies, ASP investigations where a service provider was identified as the source of harm, service provider whistleblowing policies, and the annual tripartite analysis of ASP practice.
- 5.5.2. For Child Protection, there were audits of Initial Referral Discussions, CP practice and thresholds, and the rollout of Assessment of Toolkit training. Support was provide to localities to undertake their own evaluations of the quality of chronologies with each piece of self-evaluation producing an improvement plan addressing the key issues identified.
- 5.5.3. In terms of learning from practice, work continued on the three Significant Case Reviews (SCRs) which were commissioned in 2018/19.
- 5.5.4. Nine referrals were made to the SCR Panel. One new SCR has been commissioned, as has a learning review from a case identified as an example of positive practice. Work has been initiated to improve and streamline the interface between the various learning processes in place across organisations, and to improve the dissemination of learning points from these. A number of multi-agency events took place to share the learning from the Child B SCR, including a second Neglect Summit. The SCR Panel participated in a development session with the Care Inspectorate.
- 5.5.5. The committees proceeded with plans to increase their communication and engagement with agencies and service users. The ASP Service User Subgroup has been maintained, with representatives sitting on the committee and contributing to council training and development sessions. An engagement exercise was undertaken with service users who had been involved in ASP processes in the form of a focus group. The committee issued a newsletter three times a year, and a monthly public protection bulletin was established.
- 5.5.6. The committees have a responsibility to offer multi-agency learning and development opportunities. The programme of courses was expanded to include additional topics and work began on the creation of the Learning

Network – a group of associate trainers to assist in increasing the capacity for training. This was trialled in the rollout of Assessment of Care Toolkit training, which meant that 300 people were trained in a six month period.

5.6. Multi-Agency Public Protection Arrangements (MAPPA)

- 5.6.1. The performance figures for MAPPA are scrutinised at both the MAPPA Operational Group (MOG) and the Strategic Oversight Group (SOG) to ensure that performance remains high and any dip is dealt with appropriately. From the table below Glasgow’s MAPPA performance remains strong and exceeds the targets set by Scottish Government.

Scottish Target	Glasgow Performance 2019/20
90% of level 3 MAPPA cases to be reviewed no less than once every six weeks	93% achieved
85% of MAPPA level 2 cases to be reviewed no less than once every 12 weeks	96% achieved
Disclosure to be considered and the decision to be recorded in the minutes at 100% of level 2 and 3 MAPPA meetings	100% achieved
Level 2 MAPPA meeting must be held within 20 days of referral from community	100% achieved
Level 2 and 3 meetings must be held prior to release from prison	100% achieved
All minutes of levels 2 and 3 meetings should be produced within 5 working days and sent to the chair for approval, they should then be signed off by the Chair within 5 working days and returned for distribution, this allows a 10 working day turnaround.	96% achieved

- 5.6.2. The Glasgow MAPPA Development Day was held on the 20th February 2020 at Hampden Stadium. Over 90 representatives attended from Agencies including Social Work, Homelessness Services, Scottish Prison Service, Police Scotland, Forensic Mental Health, Risk Management Authority and the Third Sector.
- 5.6.3. The day comprised of four workshops delivered by speakers focusing on variety of topics including “Paraphilia – What’s Risk Got to Do With it”, Significant Case Review Process, Adults with Incapacity and Young People Subject to MAPPA all of which were relevant to those working in the field of Public Protection.
- 5.6.4. The quality and knowledge of the speakers in their respective fields made the day a success. Feedback from the day was very positive with attendees reflecting on the learning they will take back to their respective workplaces, the impact of the workshops for their practice and a sense the day had provided opportunity for reflection, to share learning and network with colleagues from other professions.

- 5.6.5. Hazel Kemshall, De Montfort University, was due to deliver a series of workshops on Risk Assessment and Risk Management to staff involved in the delivery of MAPPA. This training commenced in early March of this year, however was not completed due to COVID-19. Plans are underway to develop this training in order for it to be delivered online, recommencing in the autumn of 2020.
- 5.6.6. Block Profiling is the process of allocating void properties that are in close proximity to a Registered Sex Offender (RSO). It involves the Local Authority and Police Scotland working closely with the relevant Registered Social Landlord (RSL) to ensure the void property is safely let. A Block Profiling pilot commenced in 2017 with the Wheatley Group as they are the largest RSL in Glasgow. The pilot was reviewed in 2018 and was deemed to be a success and therefore agreed to roll Block Profiling out to all the remaining RSLs in Glasgow. An information event was held with some RSLs and the Responsible Authorities in June 2019 to discuss the Block Profiling process. The meeting went well and letters were sent out in early 2020 to all RSLs in Glasgow advising that Block Profiling will be the process used across the city to allocated void properties next to RSO's going forward.

5.7. Homelessness

- 5.7.1. The HSCP published the [Rapid Rehousing Transition Plan](#) (RRTP) in January 2019. The RRTP sets out the key strategic and operational objectives for the Homelessness Service through to 2024. The RRTP is predicated on a transformational change in the provision of homelessness services in Glasgow which will see significant improvements for homelessness service users.
- 5.7.2. In line with the new Scottish Government policy focus, the RRTP involves a shift to a rapid housing led response to homelessness as the immediate default solution and the expansion of the Housing First programme for those with multiple and complex needs. The core elements of the RRTP will see a radical re-design of Homelessness Services: to reduce the time people spend in emergency accommodation; reduce the use of unsuitable accommodation; and shift resources to community based prevention services that support people in their own tenancies.
- 5.7.3. The success of the RRTP is predicated on the collective and coordinated efforts of the 3 main sets of partners involved in addressing homelessness in Glasgow: the HSCP and the Council, Registered Social Landlords (RSL) and the Third Sector. Resources provided by the Scottish Government to assist with the development of the RRTP have already been deployed to add organisational capacity to deliver on the partnership requirements of the plan. We have also focused additional resources on case holding capacity within our Community Homelessness Services to speed up the time it takes to re-house people who have becomes homeless. Vanguard Scotland has also supported service re-design processes that has delivered efficiencies and improvements in service user experience.

- 5.7.4. The pressure on immediate access to appropriate temporary accommodation continues. The origin of this issue is both historic and systemic. The solution is twofold and integral to the RRTP. Firstly, a refocused and sustained commitment to the delivery of a consistent Housing Options approach across all the partner organisations as Glasgow's primary response to the prevention of homelessness. Secondly, where homelessness has not been prevented, develop systems and processes that move people into settled accommodation without delay.
- 5.7.5. In responding to the COVID-19 pandemic, a decision was taken to utilise a number of City Centre Hotels in order to ensure all homeless households who required emergency accommodation could access it. The actions taken by the Council are in line with Homelessness Services across the UK responding to the pandemic and the understandable ceasing of letting activity across the Social Housing Sector as organisations sought to adhere to public health advice.
- 5.7.6. The Council has also worked with a range of stakeholders including Hoteliers, voluntary sector support providers and private organisations to provide significant levels of support and assistance to homeless households throughout the pandemic period. Throughout this period we also worked with Police Scotland and the Council's Neighbourhood and Sustainability Services to minimise any impact on local communities.
- 5.7.7. During 2020 we have significantly improved our response regarding the provision of emergency accommodation due to this increase use of hotel and bed and breakfast accommodation. The near-total suspension of mainstream letting activity by the City's Housing providers however, has meant that the Homelessness Service has not been able to move people into settled lets. This is impacting on our RRTP objectives and our ability to release money from unsuitable accommodation and shift it to community based prevention services.
- 5.7.8. We continue to work constructively with the City RSLs on addressing the current blockages in emergency accommodation. The Wheatley Group and the Community Based Housing Associations have provided over 450 additional temporary furnished flats for homeless households during the pandemic period.
- 5.7.9. In addition, for those with multiple and complex needs, including those with a history of entrenched rough sleeping, we are continuing to expand the Housing First programme. Housing First significantly challenges established practice and tackles homelessness by shifting services from a tiered support approach to rapidly rehousing people in the community as the first rather than the last step. Through this approach **116** people have been accommodated in mainstream tenancies. The Wheatley Group, as part of the pandemic recovery actions, have committed to provide a further 100 tenancies by the end of 2020. The HSCP has also committed resources to recruit additional staff to support the expansion of the programme.

5.7.10. Having undergone an extensive tender process we have just signed an agreement with partners to deliver a Homelessness Alliance that will support the radical redesign of commissioned and provided services and will see a re-balancing of resource away from unsuitable emergency accommodation to therapeutic community based services that support people to live within their communities. This Alliance ensures that future service responses are designed through a co-production approach informed through lived experience.

5.8. **Criminal Justice**

5.8.1. Glasgow Justice Services have responded to COVID-19 by prioritising the management of high risk and need individuals subject to community payback orders (CPO), drug testing and treatment orders (DTTO) and prison licence from the onset of the pandemic and this remains the case. Justice Social Work (JSW) has continued to provide a comprehensive service during the pandemic to help and support individuals and ensure our obligation in respect of public protection are continuing to be met.

5.8.2. JSW received additional Section 27 grant funding from the Scottish Government in May 2020 to bolster the use of Bail Supervision, Diversion from Prosecution and Structured Deferred Sentences (SDS). There is flexibility within the grant allocation for us to respond to Covid-19 and the Cabinet Secretary for Justice has agreed on no restriction on this spend whilst response to the current crisis is ongoing. As well as using this grant to respond to Covid-19, we are in the process of developing, enhancing and expanding our existing services for Bail Supervision, Diversion from Prosecution and SDS.

5.8.3. Third sector provider SACRO have been contacted to deliver additional support to those made subject to Bail Supervision and final arrangements are being made to create a bail bed provision at the 218 Project to support women on bail. Both of these developments will significantly enhance the current service and provide the court with a credible alternative to remand.

5.8.4. As part of our improvement plan for Diversion from Prosecution, JSW staff delivered a training and development session to the Crown Office and Procurator Fiscals Service (COPFS) in June 2020 to encourage referrals to Diversion from Prosecution in Glasgow. It was agreed that a continuous programme of planned, regular inputs by JSW staff will be scheduled to reinforcement the benefits of Diversion from Prosecution which takes account of staff changes at COPFS. To further enhance this service, JSW are funding a test of change with Neighbourhoods and Sustainability Intervention team to develop a restorative justice approach with service users focusing on mediation.

5.8.5. Additional staff have been recruited to expand the SDS service in Glasgow. There has been an increase in the numbers of SDS made as a direct result of the efforts of the Drug Court Team and the staff supporting the Alcohol Court. Work will take place to further promote the benefits of SDS with the wider JSW

group of staff and local judiciary. We have an ambitious target to increase the numbers of SDS by 50%.

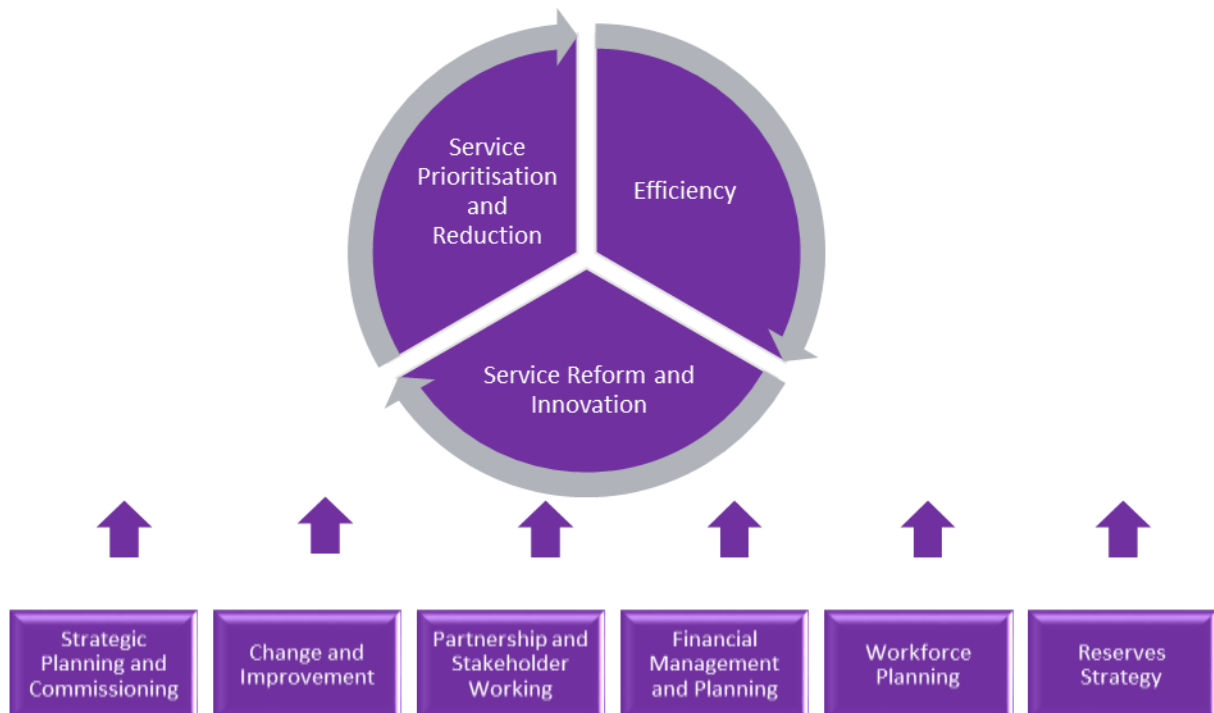
- 5.8.6. JSW are in the process of developing a SDS Youth Justice problem solving court at Glasgow Sheriff Court for young people aged 16 to 21 years and up to the age of 25 years for those who have been looked after and accommodated by Glasgow City Council. This proposal has the full support of Sheriff Principle Turnbull and notes our commitment to improving outcomes for Children, Young People and their families by the provision of a service that seeks to reduce the risk of escalation for young people who are involved with the Criminal Justice System.
- 5.8.7. Presumption Against Short Term Sentences (PASS) came into effect in July 2019. We know from evidence and research that community based interventions are more effective than disruptive short terms prison sentences. JSW have been working with partners to develop and strengthen community alternatives to custodial sentences as part of our preparation for PASS. JSW has been preparing for increased use of Community Payback Orders and has been reaching out to communities to highlight the benefits of CPOs and CPO unpaid work.
- 5.8.8. Community Payback, and in particular Unpaid Work, continues to be a priority for Community Justice Services. JSW continue to work closely with commissioned services and Third Sector partners to ensure a consistent approach and enhanced opportunities for both squad and personal placements. This is particularly true in light of the impact that Covid-19, across Scotland there is an estimated backlog of 700,000 unpaid work hours. With Court activity approaching pre-Covid-19 levels this places a great deal of pressure on JSW to be able to meet demand. As such additional section 27 grant funding has been prioritised across unpaid work provision to enhance current service to meet the increased demand. This funding has been used to increase the availability of “squad” placements as well as “other activity” type provisions.
- 5.8.9. The Caledonian System is an accredited, integrated approach to address men's domestic abuse and to improve the lives of women, children and men, which supports the wider strategic aims of the HSCP in reducing violence to women. Throughout the Covid-19 pandemic the Caledonian team have maintained contact with women and children at risk of domestic abuse, offering a range of practical and emotional support. The Caledonian team have also supported HSCP staff with risk assessment and management where domestic abuse has been a concern during lockdown; in full recognition of the negative impact that Covid-19 has had on those experiencing domestic abuse.
- 5.8.10. Tomorrow's Women Glasgow won the COSLA Excellence Awards: Achieving Better Outcomes in Partnership, in October 2019. The Project continues to evolve and entered into a test of change with Police Scotland in January 2020 to support the Women's Police Custody hub in Govan. TWG staff are now taking referrals daily from police custody with the view to

engaging women disconnected from services to offer them support and encourage engagement in services.

- 5.8.11. Positive Outcomes Project (POP) has continued to offer men with multiple and complex needs support to access services throughout the Covid-19 crisis. The team including HSCP and Police staff have continued to use an assertive outreach approach to engage service users within Glasgow homeless accommodation.
- 5.8.12. POP have been in partnership with charity 'Aid and Abet' for 2 years and they continue to provide a lived experience mentor to work with the project. We have further developed this part of the service, by recruiting a further two lived experienced mentors in August 2020 to in-reach into the three police custody hubs in Glasgow. The Custody Peer Mentors will have a role to development, delivery and coordinate recovery focused care for those they engage with in custody. Focusing on reduction of substance related harm, promoting healthier lifestyles and improving well-being. POP have further aspirations to develop the service by creating a 'one stop shop' and are seeking City Centre premises in order to progress this agenda.
- 5.8.13. Suitable accommodation is one of the key known protective factors in reducing re-offending and is one of the objectives (11) set out in our Community Justice Outcome Improvement Plan 2018-2023. JSW have been working with a multi-agency group of partners to *Improve the Outcomes for those being Liberated from Custody*. This Project has been ongoing since April 2019 and has made considerable strides in achieving better outcomes and clearer pathways for those being released from custody into services such as DWP, ADRS, Homelessness Services, Health and Social Care Services and third sector providers.
- 5.8.14. During the Covid-19 pandemic there were fresh challenges for partners involved in the throughcare process and the Emergency Early Release (EER) of prisoners by Scottish Prison Service tested existing partner arrangements. While the above project to enhance throughcare was paused, key partners involved in this group refocused attention on delivering EER for Glasgow residents. It was highlighted as part of a lesson learned exercise, that there remain opportunities to enhance collaborative approaches to resource planning and commissioning.
- 5.8.15. As part of the HSCP's commitment to participate in a Scottish Government supported pilot to deliver trauma informed training there has been a key emphasis on enhancing training for criminal justice staff in trauma and adversity with the aim of preventing further harm and support recovery in ways which address inequalities and improve life chances. The current plan aims to ensure a cohort of Justice Staff complete Trauma Levels 1, 2 & 3 training by the end of 2020.

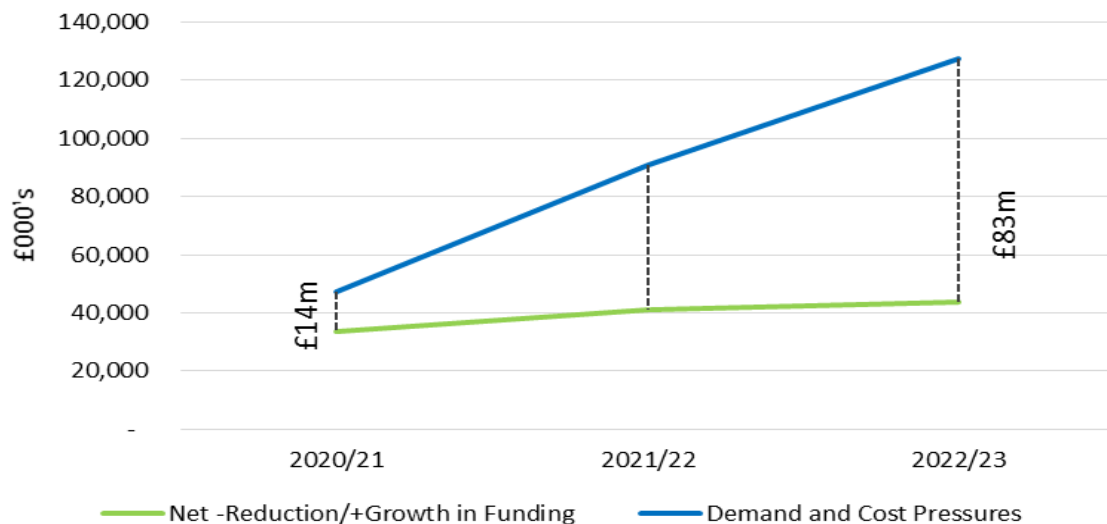
6. Resources

- 6.1. Glasgow City IJB delivers a range of services to its citizens and in 2019-20 had funding of £1.2bn to spend on services. The City of Glasgow has a number of challenges to address in relation to deprivation, ill health and inequality. More needs to be done to ensure that there are opportunities for all in the City to flourish and have healthier and more independent lives within stronger communities.
- 6.2. The demographic, health and deprivation profile of the city impact on the demand that is experienced in all of our services and can often result in higher support levels than experienced in other parts of Scotland. This creates a challenging environment in which to operate, managing demand within the financial constraints, whilst transforming services and delivering on the integration agenda.
- 6.3. Our Medium Term Financial Outlook has 3 core components which collectively support the transformational change required to deliver financial balance whilst delivering safe and sustainable services. This strategy is set out in the diagram below and cannot be delivered without working closely with all our partners and stakeholders to secure a future which sustainable and meets the needs of our communities. This is underpinned by strategic planning and commissioning, robust financial management, a prudent reserves policy and work force planning to ensure our resources are used in the most effective way to deliver services and deliver the vision for the IJB.



6.4. The outlook considers a range of pressures and uncertainties to assess the likely impact on the IJB's financial position over the medium term. Examples include:

- National commitments such as Scottish Living Wage and policy commitments in relation to Primary Care and Mental Health
- Impacts of Brexit, such as uncertainty regarding the future employment rights of health and social staff from EU countries
- Local pressures linked to demand as a result of demographic, deprivation and health



6.5. This outlook demonstrates the gap between growth in demand and cost pressures and our forecasted growth in income over the next three years. This will require an additional £83m in savings to be identified to deliver a balanced budget over this period.

6.6. Delivery of effective and lasting transformation of health and social care services is the central to the vision of the IJB. There has been significant progress already in transforming services. As well as delivering financial savings, this has enabled services to increase their effectiveness and efficiency, enabling services to manage the increasing demand and complexity of the patients and service users supported. The IJB is committed to transforming services, and this programme of work will continue moving forward, however future gains will be smaller and this alone will be unable to bridge the funding gap which has been identified above.

6.7. In June 2019 the IJB approved the development of a Maximising Independence Programme for Glasgow City. This programme will seek to deliver a sustainable health and social care service for the City with a focus on prevention and early intervention approaches which will encourage individuals and communities to support each other. This is a new approach which will cover all care groups and recognises that the best health and care outcomes are associated with the highest possible levels of self-management and independence. Delivery of this programme is supported by

£8.5m of funding over the next two years. This includes investment in a community investment fund to build community capacity in our localities, expansion of the rehabilitation and enablement resource and development of family support models which will build on the successful use of this within Children and Families.

- 6.8. The IJB has a clear strategy to support delivery of the Strategic Plan over the medium term and also to ensure the IJB remains financially sustainable over the medium term. The IJB also understands the key risks and uncertainties linked to delivery and has clear actions in place to mitigate these.

7. Workforce Planning and Development

- 7.1. Staff within Glasgow City Health and Social Care Partnership (HSCP) – our people – are integral to our success and particularly the success of our transformational journey.
- 7.2. As at December 2019, Glasgow City HSCP has a workforce of 10,213 Whole Time Equivalent (WTE) staff, made up of 5,985 WTE employed by Glasgow City Council and 4,228 WTE employed by NHS Greater Glasgow and Clyde. The significant majority of staff work directly with patients, service users, carers and their families to support them. The breakdown of the workforce by service is shown below:

WTE by Employer and Staff Category as at December 2019			
Staff Group	Council	NHS	Total
Adult	676	2075	2751
Older People	261	782	1043
Children	1069	830	1899
Care	2961	0	2961
Public Protection	327	182	509
Resources	691	359	1050
Grand Total	5985	4228	10,213

- 7.3. At the heart of Health and Social Care Integration is shifting the balance of where and how care and support is delivered from hospital to community care settings, and to individual homes when that is the best thing to do. The Partnership has developed a three year [Workforce Plan for 2019-22](#) which supports the redesign of services around communities and ensure that they have the right capacity, resources and workforce. The Workforce Plan is reviewed on an annual basis.
- 7.4. The Workforce Plan details the key drivers and demands on each of the care groups and the response to these in line with the priorities laid out in the Strategic Plan 2019-22.
- 7.5. To support Glasgow City HSCP’s workforce through service redesign, integration and transformational change programmes, our organisational

development approach is fundamental to building a culture of shared objectives and close partnership working. An Organisational Development Plan (which is part of the Workforce Plan) for Glasgow City HSCP is in place, focussing on four strands:

- Culture;
- service improvement and change;
- establishing integrated teams; and
- Leadership development.

7.6. The Workforce Plan details the key drivers and demands on each of the care groups and the response to these in line with the priorities laid out in the [Strategic Plan 2019-22](#).

8. COVID 19

8.1. Governance

8.1.1. The governance arrangements in relation to the role of the Chief Social Work Officer has been maintained through the following;

- Sustained weekly engagement with the Scottish Government and the other local Authority CSWO's through the National Chief Social Work Officers meeting
- Attendance at the key strategic meeting across Glasgow; the Chief Officers Group (COG), Child Protection Committee and through the monthly HSCP Chief Social Work Officers meeting; and indeed through the well-established Social Work governance meeting
- Sustained weekly performance returns to the Chief Executive and to the Scottish Government throughout COVID 19 on the key and critical social work practice and service delivery
- Attendance at the key internal governance arrangements in response to the COVID 19 pandemic; in particular weekly attendance at the Care Home Governance Oversight meeting
- Coordination of National guidance around PPE and the Testing regime
- Ongoing governance with respect to the National Abuse Enquiry
- Solid governance has also been sustained with fellow Chief Social Work Officers from the partnership arrangements across the Greater Glasgow and Clyde Health Board
- Close working arrangements have remained with colleagues from Legal and Audit to ensure appropriate governance in relation to changes in legislation and effective monitoring in relation to the emergency powers and legislation emanating from COVID 19; reviewing the implications of the Coronavirus Bill
- Also close partnership with Legal and Audit in response to the Children's Commissioners investigation in relation to the arrangements for secure care
- This has resulted in a significant strengthening of the procedures around secure care and in particular the recording and securing of the child's/young person's view of the decisions made by the CSWO

- The Profession will continue to consider and implement the key recommendations of the Independent Care Review and to deliver 'The Promise', while utilising the Care Experience Fund made available by Scottish Government

8.2. **Legislation Amendments and Changes**

8.2.1. In addition to the above, the landscape of legislative changes remains demanding for both the council and indeed for professional practice. Additional resource has been provided by Scottish Government to support the role of the CSWO through both COVID 19 and the scale and demand of legislative changes. To that end, the CSWO intends to provide small additional investment to supplement the current Legal and Audit to support the role. This will not only seek to review the scale of legislation changes effecting social work but ensure there is a robust audit on changes and indeed the implications for practice. More recently, the CSWO has responded with Legal and Audit to changes around;

- The United Nations Convention on the Rights of the Child (UNCRC) Bill
- The Age of Criminal Responsibility
- The redress for Survivors (Child Abuse in Care) Scotland Bill
- Raising the Age of Referral to the Reporter Bill
- Review of the Mental Health Law
- The Coronavirus Bill

8.3. **Legislative and Scottish Government Consultations**

8.3.1. The Service and Profession has also continued to respond to a plethora of consultations on supplementary guidance in prior to and including the challenges of COVID 19. These have included consultations on;

- National Guidance on Child Protection
- Supplementary guidance on Child Protection (COVID 19)
- National Transfer Scheme
- National Recovery Plan for the Children's Hearing

8.4. **Impact of the Pandemic on Practice**

8.4.1. The onset of the pandemic occurred towards the end of the financial year and reporting period. Nevertheless, it is worth noting the following key implications for this role. As indicated governance in some respects has had to be strengthened to respond to the challenges of the pandemic.

8.4.2. The response from the Front Line staff has been outstanding and the commitment from staff immense. The professional and care response has been thoughtful, kind and commensurate with a humanitarian crisis. The response of Residential staff, Care Home Staff and the front line practitioners has been calm and considered. Staff have continued to reach out to citizens and families in distressed. Ensuring where ever possible there is a social

work response embed in the values of the profession and above all reflective of a caring and compassionate humanitarian response.

- 8.4.3. Maintaining hospital discharge performance has remained a shared strategic priority for the HSCP, Acute Division and Health Board during the pandemic. This has been governed by an effective whole-system, with colleagues from across services working together to ensure people are able to be supported to leave hospital safely and efficiently when they are fit to do so. Social work staff have demonstrated a high degree of commitment and adaptability in response to complex and changing circumstances, including home and digital working and the need to prioritise resources in the face of higher than normal staff absence.
- 8.4.4. AWI (Adults with Incapacity) continues to present a particular challenge in Glasgow. Again staff have demonstrated their commitment by ensuring that additional challenges have been managed, including restricted in-person contact and reduced court time. Accordingly discharge performance for this highly complex group continues to be maintained.
- 8.4.5. Across care groups and across the profession there has been a requirement to respond to the needs of the whole system. Consequently, ensuring that the system endeavors to operate as a single system; primarily for the needs and benefit of the citizens we seek to serve. To that end, the profession has responded not only to the challenges of the pandemic, but to the need for greater integration and closer multi-disciplinary practice to ensure needs are met as effectively as possible.
- 8.4.6. All Care Groups have required to adapt and re-focus on key and critical priorities. This has consequently required a thoughtful response to priorities and to the delivery of services. A full lessons learned review and audit of the decision making process is already being developed.

8.5. **Business Continuity and the 'New Normal'**

- 8.5.1. Staff have had to quickly adapt to not only working from home, but familiarising themselves with Public Health guidance, testing and the use of PPE. Working from home and the implications of the pandemic consequently has meant that the separation of the job and home life has been compounded.
- 8.5.2. Work remains ongoing in responding to the opportunities of digital innovation and technology, along with the need for ongoing supervision and emotional support from all line managers.
- 8.5.3. All care groups have adapted quickly and thoughtfully. Implementing business continuity plans, capturing 'lessons learned' and from the onset planning for recovery and a new 'normal'. It is evident that as the Professionals and service have shifted into recovery and consequently the lessons learned, there will be the need to not only ensure that any recovery

is a catalyst for further public sector reform, but that such changes occur in response to the likely economic and social challenges that lie ahead. The transformational agenda outlined across all HSCP care groups will need to effectively respond to such future challenges.

8.6. The Chief Social Work Officer Report - Summary

In summary this report provides an overview relative to the establish protocol for Chief Social Work Officer's report. It has endeavored to provide an account of the business as usual developments for the year 2019/20. Nevertheless, the report has also sought to provide an initial sense of the response to the global pandemic. The CSWO report for next year will undoubtedly provide a comprehensive and hopefully reflective analysis of learning and recovery for this year.

9. Policy and Resource Implications

Resource Implications:

Financial: No specific implications from this report

Legal: No specific implications from this report

Personnel: No specific implications from this report

Procurement: No specific implications from this report

Council Strategic Plan: This report is focused on the Healthier City theme of the Council Plan and it relates to the following Outcomes and Priorities:

Outcomes

- Glasgow healthier
- Our services are focused on prevention and early intervention
- Citizens and communities are more self-reliant for their health and wellbeing
- We have integrated services with health that support Glaswegians when they need it.

Priorities

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.
39. Conduct an independent review of Self Directed Support and its implementation in Glasgow and consider its recommendations and areas for improvement.

40. Work with partners in the third sector to review the City's Independent Living Strategy and implement its recommendations.
41. Review community care charges, in partnership with the HSCP Integrated Joint Board and those who are impacted by them.
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.
44. Work to implement the Health Commission recommendations on mental health and wellbeing, ensuring mental health is embedded into policy considerations and employment programmes.
45. Expand our support for carers through the carers' card, a strengthened role for the Carers' Champion and a new Carers' Forum.
46. Deliver the homelessness strategy in partnership with providers, building on the recommendations of the homelessness summit and strengthening the Rough Sleepers' Initiative approach.
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.
48. Develop a corporate parenting plan and expand our support to kinship carers.
49. Build on our Age Friendly City strategy and action plan.
50. Build on the Child Rights/Child Friendly practice developed with UNICEF and provide options on how it can be embedded within Council services.
51. Implement our Dementia Strategy.
52. Introduce a new community justice model focused on the prevention of offending and reducing reoffending.

Equality and Socio-Economic Impacts:

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

There is no specific proposal made within this report

What are the potential equality impacts as a result of this report?

No assessment carried out as this report does not represent a new or amended plan, policy, service or strategy

Please highlight if the policy/proposal will help address socio economic disadvantage.

There is no specific proposal made within this report

Sustainability Impacts:

Environmental: No specific implications from this report

Social, including Article 19 opportunities: No specific implications from this report

Economic: No specific implications from this report

Privacy and Data Protection impacts: None

10. Recommendations

10.1. The Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee is asked to:

- a) note the report; and
- b) note that it will be submitted to the Scottish Government.