



Glasgow City Council

Operational Performance and Delivery
Scrutiny Committee

Report by the Chief Executive Department

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Item 2

13th September 2023

Strategic Plan Performance: Grand Challenge 1

Mission 1 and 3

Purpose of Report:

To report the performance of the new Council Strategic Plan and the agreed Mission based approach.

Recommendations:

The committee is asked to:

- Consider and note the content of the report
- Consider the Grand Challenges, Missions and Commitments
- Note some emerging commitments highlighting measures to tackle the Cost of Living crisis, and the inclusion of broader Commitments outwith that.

Ward No(s):

Citywide: ✓

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

PLEASE NOTE THE FOLLOWING:

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1.0 Background and Context

- 1.1 The [Council Strategic Plan](#) was agreed at Full Council on 27th October 2022. The Operational Performance Delivery and Scrutiny Committee is now tasked with monitoring the delivery of the Plan.
- 1.2 A performance template was presented and agreed by Operational Performance Delivery and Scrutiny Committee in November 2022 to effectively structure and support scrutiny of the Plan and illustrate the crosscutting nature of the Missions as the services work collectively to deliver the council's priorities. This template will be subject to review to ensure that service and member feedback is incorporated.
- 1.3 The performance template captures Actions which underpin the Commitments, Missions and Grand Challenges.

2.0 Council Strategic Plan: Reporting Structure

- 2.1 In order to ensure that the Plan clearly articulates its purpose it has been structured into Grand Challenges and their supporting Missions.
- 2.2 The Grand Challenges are as follows:
 - Reduce poverty and inequality in our communities
 - Increase opportunity and prosperity for all our citizens
 - Fight the climate emergency in a just transition to a net zero Glasgow
 - Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities
- 2.3 These Grand Challenges and their Missions are underpinned by Commitments which Services are undertaking to work towards the goal of each Mission.
- 2.4 It should be noted that council agreed that the Strategic Plan will be subject to an annual review to reflect the volatility of outside pressures and budget constraints. There is an agreed change control process in place to assist this.
- 2.5 For the purpose of this report there will be a focus on Grand Challenge 1: Reduce poverty and inequality in our communities, focusing in particular on Mission 1 and Mission 3 respectively, and the Commitments undertaken to deliver them:
 - Mission 1: End child poverty in our city using early intervention to support families
 - Mission 3: Improve the health and wellbeing of our local communities

Committee has previously received updates on this area of the Council Plan at their meeting which [took place on 18 January 2023](#).

- 2.6 It should be noted that the HSCP updates are made with respect to their Strategic Plan, agreed by the [Integration Joint Board \(IJB\) in June 2023](#). Therefore, several Commitments on which they report on are at an early stage of development and will be reviewed as part of the Strategic Plan review process noted above.

3.0 Strategic Plan: Widening the Lens

- 3.1 In view of the focus on the new Council Strategic Plan and the Council's response to the motion on the [Cost of Living](#) crisis in June 2022; and as agreed by the Operational Performance and Scrutiny Delivery Committee (OPDSC) in [November the Strategic Plan](#) has been reported initially through a cost of living lens in order to ensure that any new activity initiated or prioritised as a response to the Cost of Living crisis can be reflected in performance reporting, and considered as part of the annual review agreed by full council.
- 3.2 The annual review of the Council Strategic Plan is currently underway. This is to ensure that the Plan and its Commitments continue to provide a strategic focus on delivery in light of both recent budgetary considerations and in order to take account of emerging cost of living responses. OPDSC will be notified of any formal changes to the Plan.
- 3.3 The Plan will now be reported with a wider lens than the Cost of Living focus, reflecting the wider Commitments in the Plan while still keeping track of key Commitments that emerged through that lens.

4.0 Commitments and Emerging Commitments

- 4.1 The Strategic Plan Missions outline a number of Commitments to deliver the Mission goal.
- 4.2 Services have begun work to support the Commitments across a number of key areas. As noted, as well as widening the lens on the Plan, this report will continue to provide a focus on Cost of Living related Commitments including:
- Continue to deliver the Glasgow Helps project
 - Continue to work to maximise incomes for all low-income households, including those households in work
 - Prioritise anti-poverty policies and actions to improve wellbeing and tackle root causes of ill-health
 - Work with partners to reduce health inequalities and the impact of deprivation and increase healthy life expectancy

Among those highlighted in the report as Emerging Commitments are the need to:

- Deliver Glasgow's Child Poverty Pathfinder


5.0 Next Steps

- 5.1 As noted above the annual review of the Strategic Plan currently underway will allow for the consideration of these emerging Commitments; and determine whether they will require sustained focus within the Plan going forward. This will be managed through the formal change control process noted above.
- 5.2. This ongoing review process will also allow any changes undertaken by the HSCP as part of their Strategic Plan to be incorporated, and detailed Actions and Commitment agreed by the IJB.



GRAND CHALLENGE ONE
Reduce poverty and inequality in our communities

MISSION 1:
 End child poverty in our city using early intervention to support families


Commitment 1. Prioritise anti-poverty policies and actions to improve wellbeing and tackle root causes of ill-health



Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
<p>Network of Welcome Places to provide access to a warm, welcoming and safe space that supports citizens to reduce fuel costs, build social connections and secure support and advice.</p>	<p>Welcome Places Evaluation has been drafted in partnership with University of Glasgow.</p> <p>Interviews completed with 18 different staff across GL and Third Sector partnership venues.</p> <p>Tea and Coffee will be offered in all GL libraries with updated procurement supplies ordered.</p> <p>Areas where learning from the initiative could inform improvements in the overall model of delivery to be looked into.</p>	<p>23 Tier 1 venues and 26 Tier 2 venues were established including Libraries, Glasgow Life venues and Third Sector community venues.</p> <p>The Evaluation by the University of Glasgow highlighted Areas of Success:</p> <p>Positive impact on community members through Activities and services offered and Hospitality at the venues. "Over the last several months I have been so grateful for this warm space, and I was especially grateful for the free tea and coffee that has been made available. It's been such a lovely service to offer and makes the library that bit more welcoming and comfortable for all. I hope this can continue." - Written citizen feedback</p> <p>Effective partnership working between GCC, Glasgow Life, GCVS and third sector partners made the initiative possible. The new</p>	<p>Discuss the future of the Welcome Places project and its broader potential.</p> <p>Build on the opportunities for learning from the Welcome Places project into projects with a similar focus.</p> <p>Invest more time in collaborative mapping of existing activities and spaces through the Glasgow Child Poverty pathfinder.</p>	<p>Chief Executive</p>	<p align="center"></p>

		<p>relationships that were fostered as result of the initiative were also described as a positive outcome that will potentially strengthen future joint projects.</p> <p>Relationship Building- As the Welcome Places were conceptualised and set up to be stigma free zones for members of the public, staff found it useful to be able to start interactions with a focus on the new features that were available for everyone to use such as the hospitality, activities etc but as they interacted with community members over time, conversations could shift to discussing other questions, needs or priorities individuals may have.</p> <p>Link to Welcome Places evaluation report</p>			
Commitment 2: Prioritise Glasgow's most vulnerable households while continuing to deliver universal support services					
Action	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Bespoke support to lone parents to move into suitable and sustainable education and employment opportunities (OPFS)	Project funded and established for 2022/23	<p>Project commenced November 2022</p> <p>114 parents have engaged with the service to date.</p> <p>The Financial Gains for parents for the duration of the programme are now £316,239.</p> <p>25 parents accessed training</p>	Funding ends September 23.	CED via One Parent Family Scotland	A

Employability Project)		8 parents entering employment and 20 sustaining jobs and being supported to do so. supported 15 parents to access appropriate childcare.			
(Community Support Consortium) Practical assistance at the point of expressed need and subsequent connection to appropriate local services	The commissioning of this service was undertaken in the early part of 2022/23 and formal commencement took place on 1st July 2022. The service was subsequently extended to ensure a full year's provision.	Over the course of 2022/23 and April -June 2023, a total of 542 citizens have been provided with practical assistance such as accessing food and prescriptions.		CED via Community Support Consortium	
Make a House a Home: package of support to women with children who are affected by gender-based abuse, who either have, or are working towards securing, access to their children. This will complement provision from Scottish Welfare Fund.	Project established Max award agreed at £1,000. The funding was used from the first day of fleeing right through to permanent tenancy and by gaining home essentials such as soft furnishings. Thus the project has assisted women to remain resilient and sustain tenancy.	Within the 22/23 Financial year, this funding from the Cost-of-Living fund has supported around 194 women and 387 children. Financial support on average equates to £762, used for items such as carpets, curtains for new tenancies.	Continue to develop appropriate support pathways		





Commitment 4: Work with the Scottish Government to deliver Free School Meals for all primary school children					
Action	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Work with Scottish Government to deliver Free School Meals for all primary school children	Report on FME expansion at committee	The Funding to allow the roll out of FSM has been delayed. We are currently gathering information to detail the resources required by Glasgow for the roll out to both those in receipt of Scottish Child Payment and longer term for those in P6 and P7	Continue to engage with the Scottish Government and gather information on the financial implications for the rollout	Education	A
Commitment 6: Continue to deliver the Glasgow Helps project					
Action	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Citywide person-centred offer to support vulnerable citizens using the 'right support in the right place at the right time'	<p>Staff recruited and service launched May 2022</p> <p>Develop campaign activity to reach out to citizens</p> <p>Increased outreach presence</p> <p>Increased partner involvement</p>	<p>Stats from 9th May 2022- 31st July 2023</p> <p>Inbound Contact: 14,527</p> <p>Outbound Contact: 23,325</p> <p>Holistic Needs Assessments: 1,719</p> <p>Embedding 'test of change' campaign to support families. Fuel campaign completed and learning being collated to inform future methodologies.</p> <p>Outreach located in increased number of partner public and third sector organisations</p> <p>Continued to build network of partnerships and referral pathways</p>	<p>Confirm ongoing funding to secure the service</p> <p>Introduce CRM system</p>	Chief Executive	G





		across public and third sector and RSLs Link to Glasgow Helps evaluation report			
Commitment 7: Continue to work to maximise incomes for all low-income households, including those households in work					
Action	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Financial Inclusion Support Officer in schools project across the 29 secondary schools and commence expansion to primary schools	Staged roll out of service to 22 primary schools	<p>Currently live in 49 schools (29 secondaries, 19 primaries and 1 ASL school)</p> <p>FI providers secured and monitoring arrangements agreed</p> <p><u>Impact/Outcomes</u></p> <p>1,233 clients accessed the service of which 1,163 have been supported to secure financial gains (June 2022 - May 2023)</p> <p><u>Debt Managed</u></p> <p>161 clients supported with debt with total of £781,717 debt managed (June 2022 - May 2023)</p> <p><u>Poverty Drivers</u></p> <p>Cost of Living - 22% of total financial gains</p> <p>Income from Social Security - 78% of total financial gains</p> <p><u>Priority Groups*</u></p> <p>53% Lone Parent Families</p>	Support transition from 3 FI providers to single provider from November 23.	Chief Executive	





		<p>11% Families which include a disabled adult or child 38% Families with 3 or more children 69% Minority Ethnic Families *Please note a client can appear in more than one priority group</p> <p>Link to Financial Inclusion Support Officer evaluation report</p>			
<p>Energy support fund for vulnerable families in receipt of Council Tax Reduction (including fuel tops ups, debt negotiation/write off, advice, support with grants to upgrade systems)</p>	<p>Secured delivery partner (Wise Group - HEAT) – September 2022</p> <p>Agreed criteria and application process -</p> <p>Project commenced 3rd Oct '22</p>	<p>Between commencement of project in October 2022. A total of 6,587 referrals have been made for fuel support.</p> <p>Total Financial Gains: £1,198,844.00</p> <p>Breakdown:</p> <ul style="list-style-type: none"> ○ Fuel Top-ups - £186,641 ○ Fuel Efficiency Savings £992,255 ○ Fuel Grants (non GCC) £16,182 ○ Warm Home Discount £2,390 ○ Debt Write off - £1,376 	<p>The Wise Group are continuing to work with citizens who received a fuel top up to identify additional support and advice that will assist with longer term fuel costs.</p>	Chief Executive	
Emerging Commitment: Explore opportunities towards delivering whole system change through Child Poverty Pathfinder with Scottish Government					
Action	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<p>Bold and innovative actions to tackle child poverty in partnership through a city</p>	<p>Multiagency team established</p> <p>Project Plan established with associated workstreams</p>	<p>Team in place and funding sourced. Additional resources being identified</p> <p>Governance structures set up</p> <p>Workstreams identified, project plans under development & early actions achieved:</p>	<p>Continue to deliver agreed actions across workstreams and ensure ongoing learning and evaluation is captured and used to inform future developments and</p>	Chief Executive	




<p>Pathfinder that will; Deliver an 'at scale' exemplar of the No Wrong Door model across Glasgow Demonstrate the benefits of a whole system approach consistent with the Christie Principles</p> <p>Make a meaningful (evaluable) contribution to tackling child poverty in Glasgow</p>		<p>- No Wrong Door</p> <ul style="list-style-type: none"> ○ Glasgow Helps established (see commitment 6) ○ 98 organisations across third sector /RSL's have already signed up to participate in shaping the No Wrong Door initiative. Their involvement signifies a strong commitment to the project's success. ○ The Glasgow Helps website is now live, <p>Services & Campaigns</p> <ul style="list-style-type: none"> ○ Glasgow Helps in Early Years (9 establishments) ○ Continue to create a wide range of services including FISO. ○ Clear integration between pat7hfinder and employability <p>- Data</p> <ul style="list-style-type: none"> ○ An initial prototype of the Child Poverty Dashboard has been developed. This prototype serves as a model to further refine and enhance the dashboard's functionalities. ○ Progressing discussions with SSSA & DWP ○ Continue to utilize GCVS data sharing arrangement <p>- Funding & Commisioning</p> <ul style="list-style-type: none"> ○ Continue to Develop & test new funding approaches 	<p>determine success measures.</p>		
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



		<ul style="list-style-type: none">○ Alingment created across PESF & WFWF○ PESF being used in new innovative ways○ Preparing for autumn session to understand to begin to use the new integrated fund- Accoutability & Culture○ The Second Compact Report on RPC has been successfully completed.○ A partnership with the University of Glasgow's Social and Public Health Sciences Unit has been established. This collaboration aims to leverage academic expertise and research capabilities to inform the Pathfinder and evaluate the work currently being undertaken.○ Continue to develop CBA approaches			
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GRAND CHALLENGE ONE					
Reduce poverty and inequality in our communities					
MISSION 3:					
Improve the health and wellbeing of our local communities					
Commitment 1. Work with partners to promote and support people in Glasgow to achieve improved physical, mental and emotional health and wellbeing whilst reducing inequalities and the impact of deprivation.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Deliver the activity outlined in the Health Improvement Strategy 2023-2028	Implement NHSGGC Early Years Mental Health Improvement Framework	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Lead the development and implementation of an NHSGGC Early Years Mental Health Improvement Framework	HSCP	
	Continue to develop actions designed to prevent suicide and impact on self-harm	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Continue to invest in the city's suicide prevention partnership and will support the forthcoming national strategy for self-harm.	HSCP	
	Support mental well-being of groups most at risk by life circumstances and isolated by discrimination	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Develop programmes to advocate and support the mental well-being of groups most at risk by their life circumstances and isolated by discrimination.	HSCP	
Work on implementing the Mental Health Strategy to ensure a range of mental health supports are available in the community.	Expand computerized Cognitive Behavioral Therapy	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Expand cCBT (computerized Cognitive Behavioral Therapy) service using new national delivery platform to improve the range of treatment modules and increase clinical input	HSCP	




	Develop Bipolar Hub	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Develop a Bipolar Hub which offers: <ul style="list-style-type: none"> • Peer support groups (run by Bipolar Scotland) • Group psychoeducation programme being delivered for patients • Physical health checks • Access to a pharmacist for support with medicines. 	HSCP	
Develop and deliver a range of programmes across the HSCP to reduce and mitigate the impact of poverty and health inequalities in the city.	Deliver Glasgow Local Child Poverty Action Plan	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Contribute to the delivery of the annual Glasgow Local Child Poverty Action Plan	HSCP	
	Access to financial advice and welfare rights advice	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Continue to develop financial advice and welfare rights advice across health and care services including through the welfare advice and health partnerships (WAHPs) programme.	HSCP	
Contribute to work with public health colleagues in other HSCPs in the Greater Glasgow and Clyde area to reduce reliance on harmful substances.	Develop recommendations from Glasgow Alcohol and Drug Services review	An independent review of community services reported in September 2021, with ten recommendations discussed and agreed through HSCP and ADP structures. A number of workstreams were developed to develop plans to address the recommendations. These include Resource and Capacity, Workforce Development, Performance and	Implement the recommendations of the Glasgow Alcohol and Drug Services review	HSCP	





		Governance, Shared Care, and Residential Services.			
	Implementation of the 10 Medication Assisted Treatment (MAT) Standards	The implementation of Medically Assistant Treatment Standards is underway with progress reported to the IJB in June 2023 . Mat Standards 1-5 have encouraging early implementation results. MAT standards 6-10 are due for implementation by April 2024.	Continue the implementation of the 10 Medication Assisted Treatment (MAT) Standards	HSCP	
	Extend the WAND initiative	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Extend the WAND initiative (Wound management, Assessment of injecting risk, Naloxone provision, and Dry blood spot testing for Blood borne viruses)	HSCP	
	Continue tobacco smoking cessation service	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Deliver protection programmes to reduce uptake, exposure and cessation services for tobacco smoking	HSCP	
Commitment 2. Work with service users and their carers to identify their needs and desired outcomes and empower them to make informed decisions about the lives they live and supports they choose to receive.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Implement 'navigation hubs' to support patients seeking access to urgent / unscheduled care.	Promote alternatives to A&E	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Use NHS24 as a mechanism to access GP Out of Hours, triage and direction to minor injuries, community pharmacy and other alternatives to Accident & Emergency	HSCP	





<p>Identify opportunities to improve the HSCP's Self-Directed Support (SDS) SW policies, processes and procedures to increase the effectiveness of SDS in empowering individuals to have a greater say and greater control in the services they access to meet their personal outcomes.</p>	<p>Further develop Self Directed Support</p>	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p>	<p>Identify development opportunities to promote the use and effectiveness of SDS in enabling service users to meet their personal outcomes.</p>	<p>HSCP</p>	
<p>Support patients and service users to exercise greater control over their support journey</p>	<p>Implement Patient Initiated Follow Up (PIFU)</p>	<p>PIFU has been identified as a central component of the NHS GG&C Board wide Mental Health Strategy. The Strategy has been subject to review and a refreshed Strategy is due to be approved at the Health Board and IJB by the end of September 2023.</p>	<p>Implement Patient Initiated Follow Up (PIFU) to enable patients and their carers to initiate their own appointments as and when they need them</p>	<p>HSCP</p>	
<p>Explore options with our partners to identify training and development opportunities that would support our staff to support people across the city to make</p>	<p>Develop further Partnership Working</p>	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p>	<p>Ensure our staff are equipped to work in partnership with other organisations across the city to deliver integrated health and social care supports to people in the city as part of the wider workforce in Glasgow.</p>	<p>HSCP</p>	

informed decisions about their care and support.	Implement a trauma informed practice approach	Trauma Informed approaches to service delivery and the rollout of STILT training is included within the commitments of the IJB Workforce Plan (approved in November 2022) and the revised IJB Strategic Plan (approved June 2023)	Continue to implement a trauma informed practice approach and rollout of the Scottish Trauma Informed Leadership Training	HSCP	
	End-of-Life Aid Skills for Everyone	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Explore access to training provided by the Prince and Princess of Wales Hospice on End-of-Life Aid Skills for Everyone.		
Strengthen early support and intervention for children and young people in line with the aspirations of The Promise and ensure they are key partners in deciding upon the support they want and need	Whole Family Wellbeing Fund	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Whole Family Wellbeing Fund – Element I (£4.66M)	HSCP	
Commitment 3. Support people to live safely at home for as long as possible and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Continue to expand the access to and use of technology-based supports to enable people to live independently in	Move away from analogue telecare platforms	The HSCP is making good progress with the preparatory work to facilitate the digital switch. Progress is currently being made with preparation of tender activity to provide the equipment and	Complete the programme to switch the technology used by recipients of technology enabled care services	HSCP	

their own homes with supports appropriate to their needs.		support functions for the services, and to consider the nature and cost options involved.	from analogue to digital telecare platforms		
	Further use of Technology Enabled Care and Support	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Integration of the consideration of Technology Enabled Care and Support (TECS) as a core element of the assessment process	HSCP	
	Further use of Technology Enabled Care and Support	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Training for staff in the uses and availability of TECS solutions	HSCP	
Focus on a range of initiatives to reduce delayed discharges by removing barriers to patients leaving acute settings who are fit to return to their communities with the appropriate supports in place.	Reduce Delayed Discharges	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Joint planning with partners across Greater Glasgow and Clyde to sustainably reduce delays in discharging people from acute settings through targeting resources to key high volume.	HSCP	
Support people to live safely and independently at home and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities as	Reduce Delayed Discharges	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Continue implementation and review of the Discharge to assess process, using care home placements to undertake patient assessment outwith acute settings.	HSCP	

active members of their communities.					
Support people to live safely and independently at home and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities as active members of their communities.	Reduce Delayed Discharges	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Implement a 7-day discharge model, supporting acute planning to deliver 7-day discharge and including 7-day admission and discharge within intermediate care home placements.	HSCP	
Support people to live safely and independently at home and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities as active members of their communities.	Reduce Delayed Discharges	GCHSCP South Locality teams have been running an innovative service that supports and improves patients' health and wellbeing while keeping them in their own homes for longer and reducing the need to be admitted to hospital. As at Oct 22, 594 acute hospital bed days were saved through a test of change, which provides hospital level treatment to patients with acute illnesses in their own homes.	Roll out Hospital at Home across all HSCP localities. Increase throughput and activity, and develop additional referral pathways and interventions.	HSCP	
Support people to live safely and independently at home and continue the move away from	Progress strategy to focus on importance of mental well-being in recovery from pandemic	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Support the implementation of the "A Socially Connected Glasgow" strategy		

traditional service delivery models to those which enable people to access services and supports in their local communities as active members of their communities.					
Commitment 4. Work in partnership with communities and other services to ensure that people, particularly the most vulnerable, are kept safe from harm and that risks are identified, reduced and managed appropriately.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Review provision of emergency accommodation for homeless households leaving hospital.	Progress work to reduce homelessness	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	To ensure access to accommodation that meet people's needs and minimises delayed discharge for homeless households.	HSCP	
Progress initiatives that prevent and reduce the risk of homelessness	Progress work to reduce homelessness	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Improve access to housing support for households at risk of homelessness and households within private rented accommodation	HSCP	
	Progress work to reduce homelessness	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Development and implementation of the Flexible Homelessness Prevention Fund.	HSCP	
	Progress work to reduce homelessness	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Provide funding that can be used flexibly to support small scale grants to people at risk of homelessness in order to	HSCP	

			sustain their existing accommodation.		
	Progress work to reduce homelessness	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Carry out a comprehensive review of the homelessness Flexible Outreach Service	HSCP	
Implementation of Glasgow City IJB's first Domestic Abuse Strategy.	Support victims of domestic violence	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Encourage victims of domestic abuse to seek support earlier by improving our information, education and communication systems	HSCP	
	Support victims of domestic violence	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Review the Gender Based Violence (GBV) service and role of the GBV workers in each locality to improve effectiveness of support provided to their service users	HSCP	
Commitment 5. Work to promote safe and equitable access to the right services in the right place at the right time for all with particular awareness of the needs of protected or marginalised communities					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Connect people and those they care for to the right supports, in the right place and at the right time through more straightforward and	Embed Health and Social Care Connect service	Phase 1 of Health and Social Care Connect was launched in November 2022, including the following social work services: Children and families, Homelessness and adults and older people.	Monitor and review the recently launched Health and Social Care Connect service	HSCP	

timely signposting and information for those looking for support within their communities.	Launch Alcohol and Drug Recovery Services	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Prepare for the launch of HSCP for Alcohol and Drug Recovery Services and some community services.	HSCP	A
Commitment 6. Ensure that Glasgow's carers, including young carers, foster carers and kinship carers are supported to provide the best possible care, and achieve the health, wellbeing and financial stability that enables them to reach their full potential					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Continue to give voice to those with lived experience of being and unpaid carer by ensuring young carers voices are being heard within health and social care decision making structures.	Continue to support carers	An HSCP officer with a primary role in supporting and advocating for the interests of carers has been identified as a non-voting Member of the IJB and Member of the Public Engagement Committee.	Support carer representation on the Integration Joint Board and Public Engagement Committee	HSCP	G
	Continue to support carers	Activity to recruit a Carers Champion falls within the responsibility of Glasgow City Council. HSCP officers and the IJB will support the recruitment process and ongoing support requirements.	Support Glasgow City Council activity to appoint a Carer's Champion	HSCP	R
Develop a package of funding supplements and benefits access that assists children and young people to be sustained within their extended families and school community.	Continue to support carers	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Kinship carers allowance package	HSCP	G

2 Policy and Resource Implications

Resource Implications:

Financial: None

Legal: None

Personnel: None

Procurement: None

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify. Not applicable as this is a performance report

What are the potential equality impacts as a result of this report? No significant impact

Please highlight if the policy/proposal will help address socio-economic disadvantage. Not applicable as this is a performance report

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify: Not applicable as this is a performance report

What are the potential climate impacts as a result of this proposal? Not applicable as this is a performance report

Will the proposal contribute to Glasgow's net zero carbon target? Not applicable as this is a performance report

**Privacy and Data
Protection Impacts:**

No impact

3.0 Recommendations

Committee is asked to

- Consider and note the content of the report
- Consider the Grand Challenges, Missions and Commitments
- Note the some emerging commitments highlighted the Cost of Living lens, and the inclusion of broader Commitments outwith that lens