

Item 1

9th February 2022



Glasgow City Council

Operational Performance & Delivery Scrutiny Committee

Report by Susanne Millar, Chief Officer, Glasgow City Health and Social Care Partnership

Contact: Duncan Goldie: 07917 040856

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 HSCP performance in relation to key performance targets and priorities.

Recommendations:

Committee is asked to:

- a) note the contents of the attached overview of progress in relation to delivery of the Healthier City theme and related performance.

Ward No(s):

Citywide: ✓

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

1. Background

1.1 The Strategic Plan thematic Lead Officers are required to provide an overview of progress made in advancing theme priorities as part of the Council's performance reporting framework.

2. A Healthier City

2.1 The Chief Officer of the Glasgow City Health and Social Care Partnership (HSCP) is the Lead Officer for delivery of the Healthier City theme and responsible for providing an overview of progress.

2.2 Social Work Services works alongside the NHS as well as other Council Services/ALEOs and partners to deliver the Healthier City theme.

2.3 This report provides an overview of:

- Progress made during 2021/22 to deliver the Healthier City theme
- Performance, key achievements, and areas for improvement for the Health and Social Care Partnership for 2021/22
- National benchmarking indicators
- The HSCP's response to COVID 19 and Recovery
- Service Transformation and ICT

3. Policy and Resource Implications

Resource Implications:

Financial: No financial implications arising from the report

Legal: No legal issues arising from the report

Personnel: No personnel issues arising from the report

Procurement: No procurement issues arising from the report

Council Strategic Plan: The report supports the Healthier City theme and the following Strategic Plan Outcomes:

- 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)

Appendix A provides an update in relation to progress in delivering Priorities 38-52 of the Council Strategic Plan.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.

Yes

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

The report documents progress in delivering a range of interventions which will positively impact upon the Council's Equality Outcomes

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 positively address socio-economic disadvantage

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:

N/A

What are the potential climate impacts as a result of this proposal?

N/A

Will the proposal contribute to Glasgow's net zero carbon target?

N/A

Privacy and Data Protection Impacts:

N/A

4. Recommendations

4.1 Committee is asked to:

- a) note the contents of the attached overview of progress in relation to delivery of the Healthier City theme and related performance.

A Healthier City




**Thematic Report to Operational Performance &
Delivery Scrutiny Committee**

1. Introduction




- 1.1 The [Council Plan](#) sets out priority themes and commitments to 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 Social Work Services.
- 1.2 In this report, the outcomes and commitments associated with this theme are set out in full. Areas of progress made in the period April to December 2021 during the fifth and final year of the Plan are described. This report also provides an overview of the strategic operational performance of the Glasgow City Health and Social Care Partnership (HSCP) in Quarter 2 2021/22, provides a comparison of performance against other local authorities in Scotland and gives an overview of the response of HSCP services to the COVID-19 pandemic and their recovery.

2. Council Strategic Plan Priorities: A Healthier City Theme

- 2.1 In accordance with the [Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#), Glasgow City Council and NHS Greater Glasgow and Clyde have integrated the planning and delivery of all community health and social care services for children, adults and older people, along with homelessness and criminal justice services. This work is directed by the Glasgow City Integration Joint Board (IJB), with the Council and Health Board delivering through the 'Glasgow City Health and Social Care Partnership' (HSCP).
- 2.2 Social Work Services works alongside the NHS as well as other Council Services/ALEOs and partners to deliver the Healthier City theme. 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)
- 2.3 The 15 priorities of the Healthier City theme and 34 associated Strategic Plan Commitments are being delivered over the five-year lifetime of the Council Plan and detailed action plans with milestones have been developed to support their implementation. During 20/21, a review of the Commitments was undertaken to consider the impact of the COVID-19 pandemic. Amendments related to the pandemic were minimal, but several areas were identified for revision in order to better reflect strategies, decisions and policies agreed by the Council and HSCP since 2017. A summary table of these revisions is provided in **Appendix B**.
- 2.4 The review also looked at commitments in terms of their completion. Of the original 34 Strategic Plan Commitments, 21 have now been deemed to be either Complete/Business as Usual (17) or merged with other commitments (4). The remaining 13 commitments are updated in detail in **Appendix A** for the period April – December 2021.
- 2.5 In the Healthier City Theme template in **Appendix A** each of the 13 remaining commitments has been assessed as either Red, Amber or Green using the RAG rating system described in the following table.

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

A RAG-rated summary of progress is shown below which indicates that the majority of the remaining commitments (92%) are on track to be completed within the lifetime of the plan.

RAG Rating	Number	%
	12	92%
	1	8%
	0	0
Total	13	100%

2.6 Healthier City Theme - Key achievements

Key achievements during 2021/22 in relation to the Healthier City theme are highlighted below.

Gambling Summit

The Council's previously postponed [Gambling Summit](#) went ahead online in September 2021. The Summit, entitled [Tackling Gambling Harms in the New Normal](#) brought together people with lived experience of gambling harms as well as experts in practice, research, and policy to share knowledge, insights and ideas on tackling gambling harms.

Awards Won

The HSCP's Health Improvement [Quit Your Way](#) staff won this year's Citywide Uniformed Services Award at the Glasgow Times [Community Champions Awards 2021](#) in December.

The [HSCP's Homeless Health and Asylum Service](#) was announced as the winner of the People's Choice Award at the Scottish Health Awards 2021 in November.

Glasgow City Food Plan

The HSCP is a key partner in the [Glasgow City Food Plan](#) launched in June 21. The 10-year plan is collaborative, holistic and establishes meaningful work to make the food system in Glasgow more sustainable, equitable and healthy. A short animation about the plan is available [here](#).

North East Health and Care Hub

Plans for our new £67 million [Health and Care Hub](#) for the North East of Glasgow moved a step closer after councillors approved plans in September and the Health Board in December.

Community Link Worker Programme

[Glasgow's Community Link Worker Programme](#) expanded this year with 40 more GP Practices in Glasgow getting a Community Link Worker to help patients improve their health and wellbeing. The [Community Link Worker Programme Annual Report 20-21](#) was presented to the IJB in October.

Youth Health Service

The [Glasgow City Youth Health Service](#) which offers confidential, personalised support to young people aged 12 to 19 years was officially launched in September 2021. The service is provided by Nurses, GPs, Counsellors and Multiple Risk Workers.

Compassionate Distress Response Service

The Compassionate Distress Response Service (CDRS) – the HSCP's service to support adults experiencing emotional distress – celebrated the first anniversary of its [Out of Hours service](#) in May 2021 and its [Daytime support service](#) in September 2021.

New Employment Service

[Enable Scotland](#) commenced delivery of a new supported employment service for people with health conditions (including mental health) from 1st April 2021.

Housing First Programme

[Glasgow's Housing First Programme](#) has provided almost 250 homeless people with new secure tenancies from the city's housing associations. This service also provides intensive support to assist some of the city's most vulnerable people to rebuild their lives, sustain their tenancies and improve their physical and mental health.

Launch of Family Support Strategy

The public launch of [Glasgow's Family Support Strategy 2020-23](#) took place in June 2021. The Strategy aims to deliver the right support at the right time to help families flourish. We are committed to empowering families to help themselves, enabling them to stay in their own communities and to access local services that will support them in their day to day lives.

2.7 Healthier City Theme - Areas to be Progressed

Areas where we would like to see further progress during the remainder of 2021/22:

Recruitment of Carers Champion

A [recruitment drive for Glasgow's new Carers Champion](#) was launched at the end of November. The Carers Reference Group will support the recruitment and an update will be provided to the IJB in March.

Independent Living Strategy

Further discussion is required in order to progress the development of the City's Independent Living Strategy (ILS).

3. Priorities and Service Performance

3.1 Performance Management Arrangements

Performance reporting for Social Work Services is now encompassed within the HSCP's routine performance management arrangements. A detailed [Corporate Performance Report](#) is produced on a quarterly basis which includes a wide variety of Key Performance Indicators, from across HSCP health and social work services. Within this report, performance is presented at both citywide and locality levels and the Council's Corporate RAG rating is used to classify performance. This Performance report is then shared with and scrutinised by HSCP Senior Management, Core Leadership Groups, and Locality Management Teams. It is also then presented to the Integration Joint Board's Finance, Audit and Scrutiny Sub-Committee.





In addition to the HSCP Quarterly Performance reports, there is also the requirement to publish an [Annual Performance Report](#) as set out in the Public Bodies (Joint Working) (Scotland) Act 2014. These APRs report on a smaller, more strategic set of KPIs and the reports produced by the HSCP since it was established in 2016 are available [here](#).

3.2 Performance against Key Indicators at Q2 2021/22





The [HSCP quarterly performance for Quarter 2](#) was presented to the Integration Joint Board Finance, Audit and Scrutiny Sub-Committee in December 2021. A summary table of the Red, Amber, and Green (RAG) status of performance at year end 20/21 and at Q2 21/22 for those indicators reported in the Annual Performance Report is shown below. Details of the Council's RAG rating system is also shown.

Full details of performance and trends over time for all of these indicators is detailed in **Appendix C** where **Performance Status** is provided for mid-year 2021/22, the previous 2 years and the baseline year 2015/16. In addition, the **Direction of Travel** is provided which details whether the current figure (mid-year 2021/22) is better or worse in comparison with **i)** the Baseline year (2015/16), **ii)** year end 2019/20, and **iii)** the previous year 2020/21.

3.3 The figures in the summary table below indicate that at Quarter 2 just under 60% of the indicators either met target (GREEN) or were within the target range (AMBER) while just under 38% did not (RED). There was a slight increase in the number of indicators rated Green between year-end 2020/21 and Q2.

RAG Rating	Year End (2020/21)		Mid-Year Q2 (2021/22)	
	Number	%	Number	%
Green 	19	51.4%	21	56.8%
Amber 	2	5.4%	1	2.7%
Red 	15	40.5%	14	37.8%
Information Only 	1	2.7%	1	2.7%
Total indicators	37	100%	37	100%

Key to Council's RAG Rating System

KEY TO PERFORMANCE STATUS		
	RED	Performance misses target by 5% or more
	AMBER	Performance misses target by between 2.5% and 4.99%
	GREEN	Performance is within 2.49% of target
	GREY	No current target and/or performance information to classify performance against.

3.4 Key Performance Improvements during 2021/22

The table below highlights where performance has shown the greatest improvement between year-end 20/21 and the end of Quarter 2 21/22 in respect of those KPIs reported in the HSCP's Annual Performance Report. It also provides the figures for year-end 19/20 for comparison which shows that the majority of these performance indicators have improved since then.

INDICATOR	YEAR END 19/20	YEAR END 20/21	MID YEAR 21/22
Older People and Carers			
Number of people in supported living services	789	813	845
Percentage of service users who receive a reablement service following referral for a home care service: Hospital discharges	68.9%	70.9%	76.0%
Number of New Carers identified during the year that have gone on to receive Carers Support Plan or Young Carer Statement	1,932	1,928	1,176 (mid-year)
Telecare: Standard	2,723	2,326	1,317 (mid-year)
Telecare: Enhanced	1,565	444	309 (mid-year)
Unscheduled Care			
Number of Unscheduled Hospital Bed Days – Mental Health (18+) MSG 2	189,139	170,093	73,414*
Children's Services			
Number of children in out of authority placements	46	34	31
Mumps, Measles and Rubella (MMR) Vaccinations: (% uptake at 24 months)	93.2%	94.20%	94.28%
Adult Mental Health			
Total number of Adult Mental Health delays	19	25	22

INDICATOR	YEAR END 19/20	YEAR END 20/21	MID YEAR 21/22
Health Improvement			
Alcohol Brief Intervention Delivery	4,394	4,269	4,199 (mid-year)
Smoking Quit Rates at 3 months from the 40% most deprived areas	1,389	1,280	377 (Q1 only)
Criminal Justice			
Percentage of Community Payback Order (CPO) unpaid work placements commenced within 7 days of sentence	76%	76%	86%

*Provisional

3.5 Areas for Improvement

Ongoing improvement is sought across all services within the HSCP and a range of mechanisms are in place to scrutinise performance at city wide and locality levels. Specific areas where we would like to see improvements going forward are summarised in the following table.

INDICATOR	Target	MID YEAR 21/22
Older People		
Number of Anticipatory Care Plan (ACP) conversations and summaries completed and shared with patient's GP	Conversations 800	137
	Summaries 200	36
Intermediate Care: Percentage of users transferred home	>30%	13%
Total number of Older People Mental Health patients delayed (Excluding AWI)	0	10
Unscheduled Care		
Number of Unscheduled Hospital Bed Days - Acute (18+) MSG 2	453,866	271,877 (Apr-Oct 21)
Total number of Acute Delays and Bed Days Lost to Delays (All delays and all reasons 18+) MSG 4	<u>Delays</u> 0	<u>Delays</u> 120
	<u>Bed days</u> 39,919	<u>Bed days</u> 36,900 (Apr-Oct 21)
Total number of Acute Bed Days lost to delayed discharge for Adults with Incapacity (AWI) (Older People 65+)	1,910	8,762

INDICATOR	Target	MID YEAR 21/22
Children's Services		
Access to specialist Child and Adolescent Mental Health Services (CAMHS): % seen within 18 weeks	100%	53.0%
Adult Mental Health		
Total number of Adult Mental Health delays	0	22
Homelessness		
Number of households reassessed as homeless/potentially homeless within 12 months	<480 per annum	281
Health Improvement		
Exclusive Breastfeeding at 6-8 weeks (general population)	33% by year end 21/22	29.8% (Q1)
Exclusive Breastfeeding at 6-8 weeks (15% most deprived data zones)	24.4% by year end 21/22	21.4% (Q1)
Human Resources		
Sickness absence rates: Health (%) and Social Work ADL (Average Days Lost)	<u>NHS</u> <4% <u>Social Work</u> <10.2 ADL Per annum	<u>NHS</u> 7.64% <u>Social Work</u> 9.0 ADL

4. Performance Comparisons and Benchmarking

4.1 Performance comparisons between Glasgow City HSCP and other areas can be made using a number of national datasets which are detailed in the following sections. Along with quarterly and annual performance reports these national datasets allow areas of improvement to be identified, and actions taken forward and monitored on an ongoing basis.







4.2 National Integration Indicators






A Core Suite of 23 [National Integration Indicators](#) were 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](#) (**Appendix D**). 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: 9 are based on feedback from the biennial [Scottish Health and Care Experience Survey](#) (HACE) and 10 are derived from Partnership operational performance data. A further 4 indicators are currently under development. The following tables provide the most recent data for the 19 indicators currently reportable, along with the comparative figure for Scotland; and provide trends over time where available.

a. Scottish Health and Care Experience Survey (2019/20)

Information on 9 of the National Integration Indicators is derived from the biennial Scottish Health and Care Experience survey (HACE) which provides feedback in relation to people's experiences of their health and care services. Results from the latest [Scottish Health and Care Experience Survey \(2020\)](#), conducted between September and December 2019, are summarised below.

National Integration Indicator	Outcome	Glasgow	Scotland	Compared to Scottish average
				Above 
1. % adults able to look after their health very well or quite well	1	89.7%	92.9%	
2. % adults supported at home who agreed that they are supported to live as independently as possible	2	81.5%	80.8%	
3. % adults supported at home who agreed that they had a say in how their help, care or support was provided	3	75.5%	75.4%	
4. % adults supported at home who agree that their health and social care services seemed to be well co-ordinated	3	74.8%	73.5%	
5. % adults receiving any care or support who rate it as excellent or good	3	78.9%	80.2%	

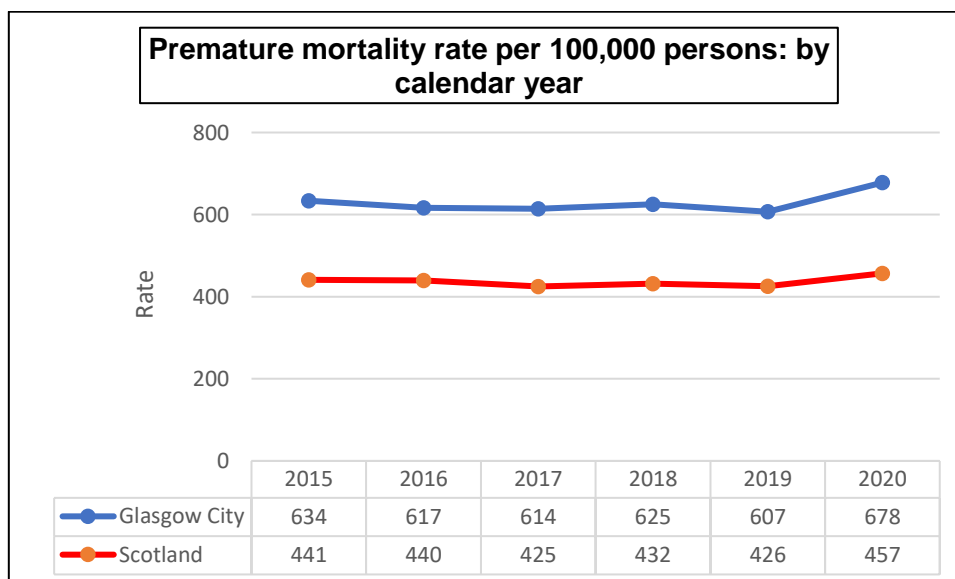
National Integration Indicator	Outcome	Glasgow	Scotland	Compared to Scottish average
				Above 
6. % people with positive experience of the care provided by their GP practice	3	83.1%	78.7%	
7. % adults supported at home who agree that their services/support had impact on improving/maintaining their quality of life.	4	79.2%	80.0%	
8. % carers who feel supported to continue in their caring role.	6	35.8%	34.3%	
9. % adults supported at home who agreed they felt safe	7	81.6%	82.8%	

Comparison of the Glasgow figures with the Scottish average indicates that 5 were above the Scottish average, while 4 were below.

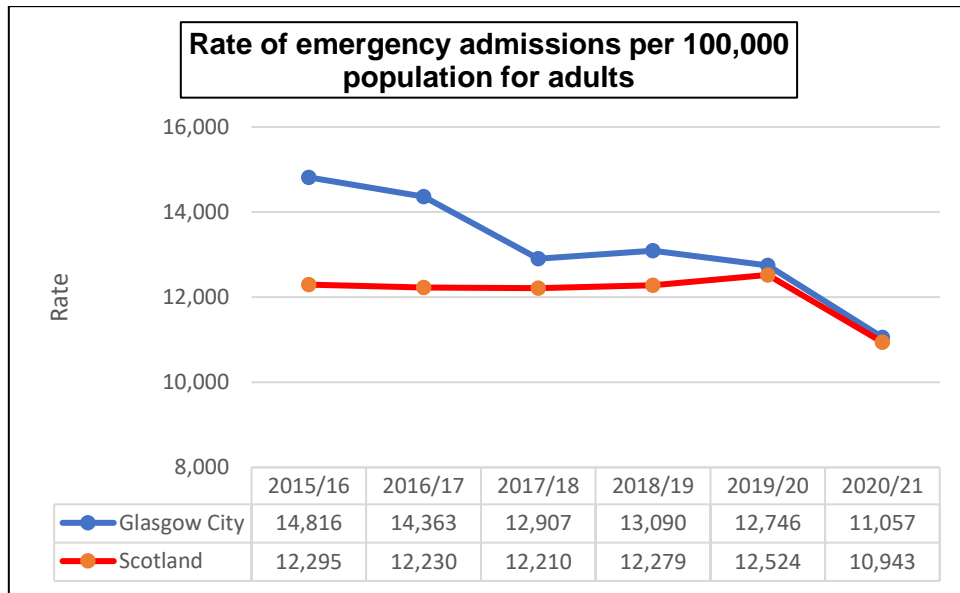
b. Operational Performance Indicators

Graphs showing the National Integration Indicators 11-20 figures comparing Glasgow and Scotland are shown on the following pages. These graphs use the data published by Public Health Scotland in December 2021.

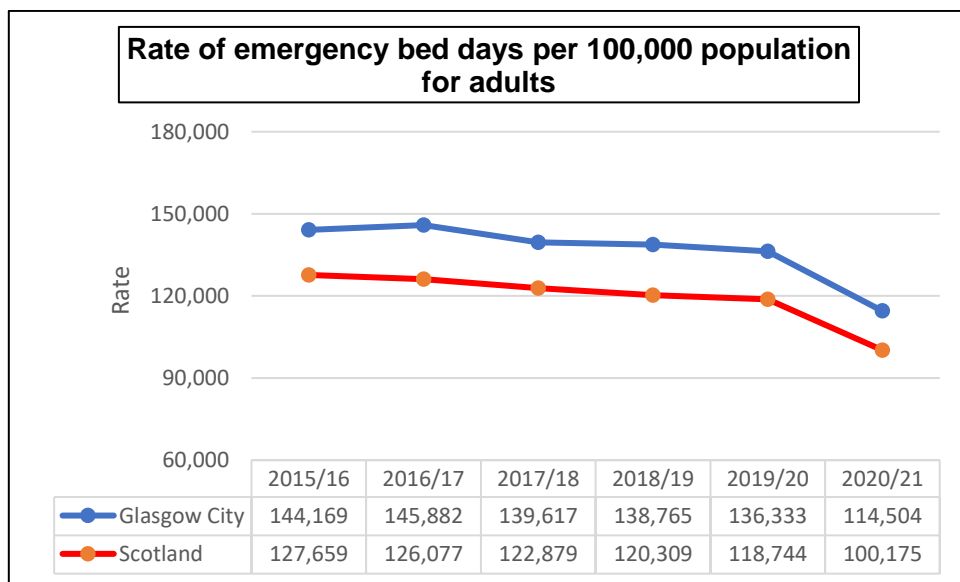
National Integration Indicator 11



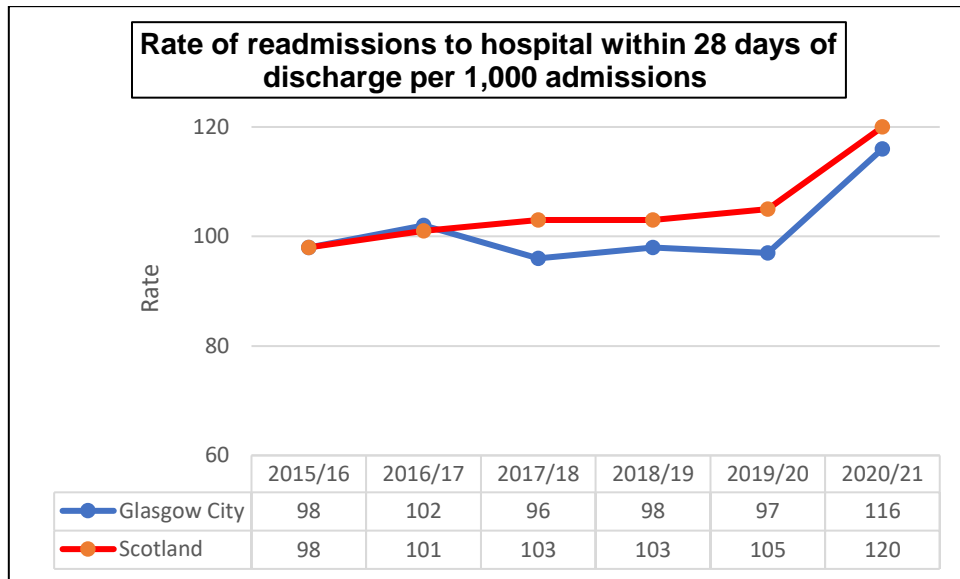
National Integration Indicator 12



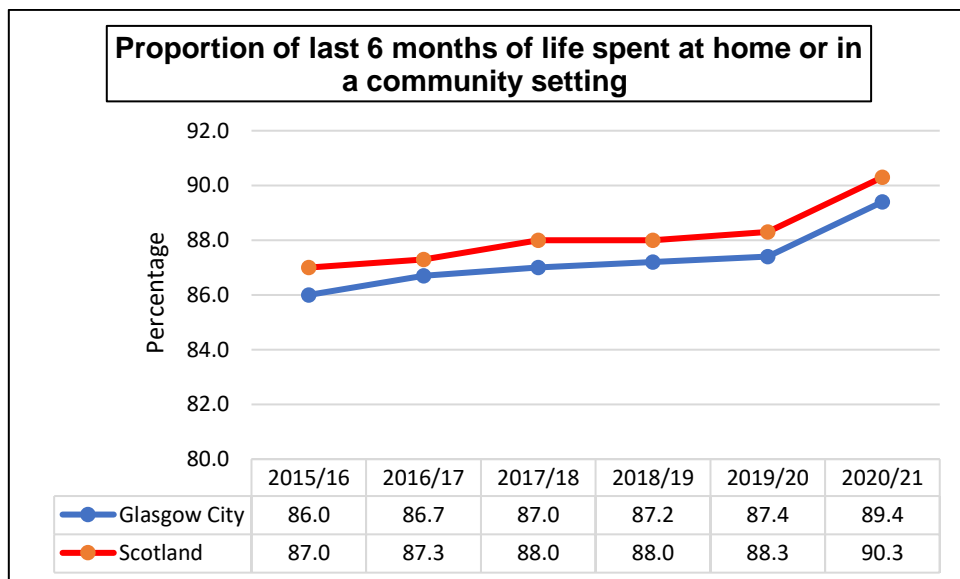
National Integration Indicator 13



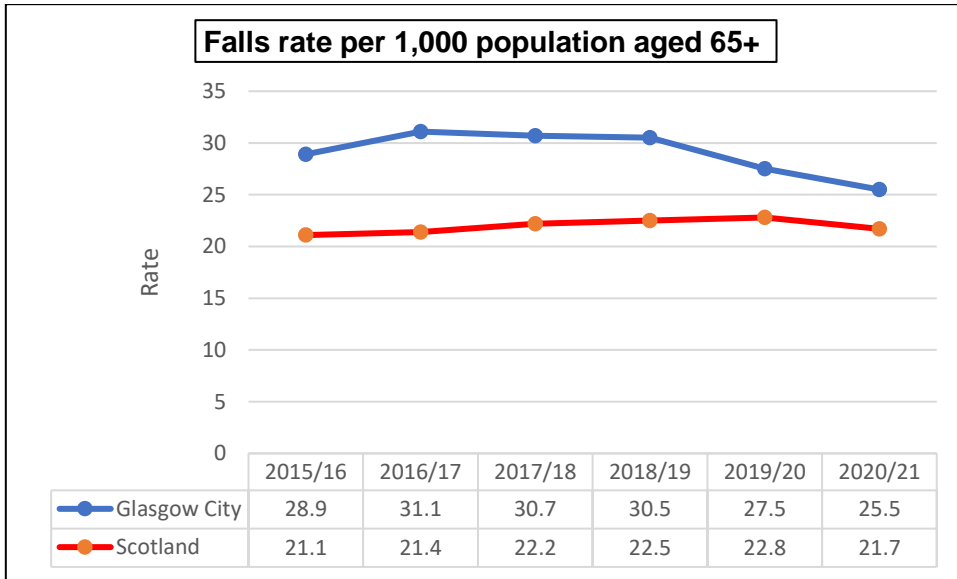
National Integration Indicator 14



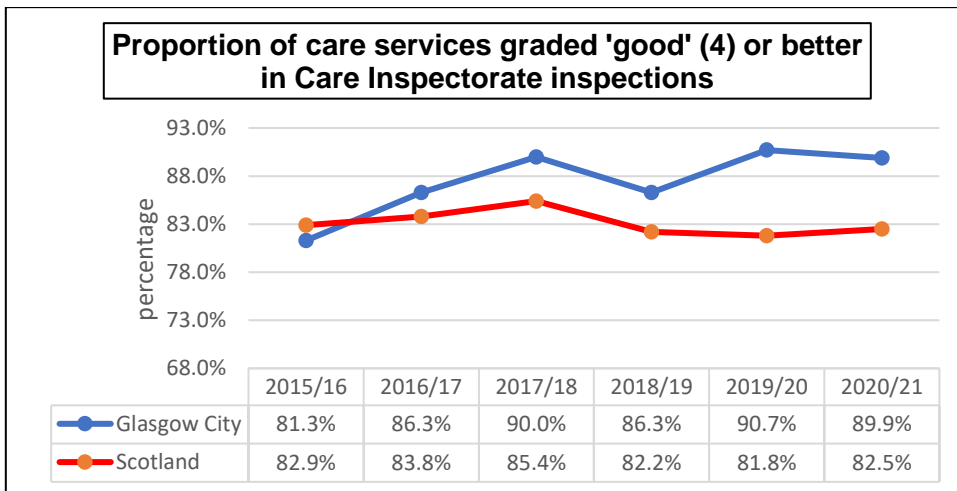
National Integration Indicator 15



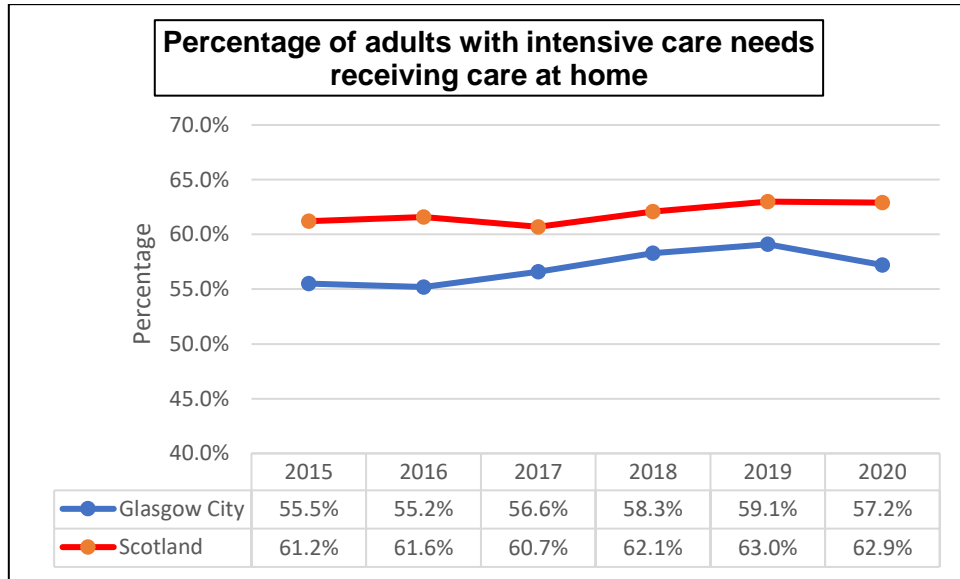
National Integration Indicator 16



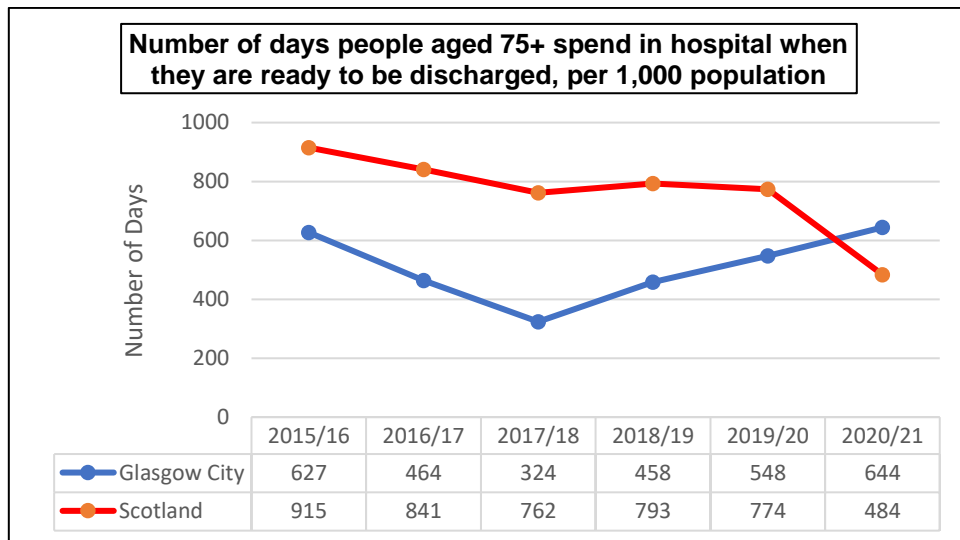
National Integration Indicator 17



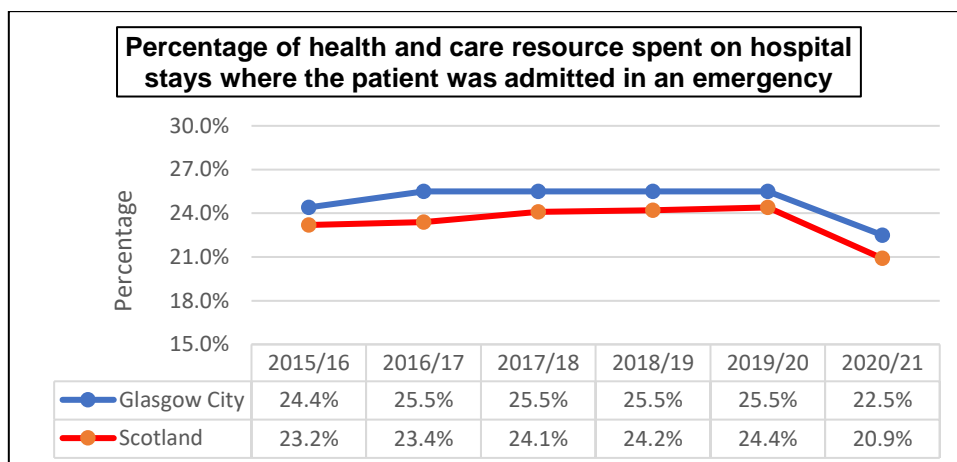
National Integration Indicator 18



National Integration Indicator 19



National Integration Indicator 20



4.3 Scottish Local Government Benchmarking Framework

Benchmarking is part of Best Value requirements and is one way that Council Services can demonstrate that they provide Value for Money. The [Local Government Benchmarking Framework](#) (LGBF) is used by Audit Scotland to compare all 32 Scottish local authorities against a suite of statutory performance measures to understand how the Council is performing in its duty to deliver Best Value.

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. Data for 4 Adult/Older People Social Care and 5 Children's Services indicators are provided below along with data for Edinburgh, Dundee, Aberdeen and Scotland for comparison.

Adult/Older People Social Care (2019/20)

Indicator	Glasgow	Edinburgh	Dundee	Aberdeen	Scotland
Spend on providing care to support older people to live at home (£ per hour)	£39.84	£23.83	£27.06	£16.00	£25.99
Spend on providing residential care for older people (£ per person per week)	£402	£441	£476	£128	£401
The proportion of social care funding allocated using direct payments or personalised managed budgets	11.5%	10.7%	5.0%	2.9%	7.8%
% older people with long-term needs supported so that they can remain at home	62.4%	56.8%	57.1%	53.6%	61.6%

Children's Services (2019/20)

Indicator	Glasgow	Edinburgh	Dundee	Aberdeen	Scotland
Spend on providing residential accommodation for looked after children (£ per child per week)	£4,023	£2,459	£4,368	£4,563	£3,853
Spend on providing foster/family placements for looked after children (£ per child per week)	£329	£478	£512	£542	£350
% of looked after children cared for in foster/family placements rather than residential accommodation	91.4%	90.0%	89.2%	89.2%	90.1%
% of child protection registrations where child was re-registered within 18 months	6.2%	11.8%	1.9%	3.0%	6.9%
% of looked after children with more than one placement in the last year	11.2%	18.4%	18.9%	20.5%	16.7%

5. COVID Response and Recovery

5.1 Governance Arrangements

The HSCP has been actively responding to the COVID-19 pandemic since late February 2020. Throughout this period, we have had business continuity and planning structures in place to respond to the initial impact of COVID-19 and to plan for the recovery and renewal of community-based services. These have been overseen by the HSCP's Executive Group, which was extended to include all of the HSCP's most senior managers.

This has been supported at various times by a number of other groups which have been established in response to the evolving situation. These have included Locality Accommodation Groups and the HSCP wide Accommodation, Social Distancing and Recovery Group which has been responsible for providing final approval to any plans for building use and the restarting/recovery of services. They have ensured this has been done in a co-ordinated way and complies with all Government and Public Health COVID-19 guidelines, with services required to submit detailed floor plans and risk assessments and demonstrate engagement with staff representatives and key stakeholders.

National guidance has also been implemented in respect to the management and governance of residential and care home settings, with a range of multi-disciplinary strategic and operational groups established at city and Health Board levels to oversee this. These groups have introduced new care home monitoring and reporting arrangements and have had responsibility for ensuring that all necessary processes have been in place to ensure the safety of residents and staff during the pandemic.

In managing its response to the pandemic, the HSCP has worked closely with local authority and NHS staff side representatives and has supported and contributed to Glasgow City Council and NHSGGC wide pandemic planning structures, including the Health Board's Strategic Executive and Tactical Groups and the Council's Renewal Board.

5.2 Service Challenges

The pandemic has presented a number of challenges to the HSCP with the following being experienced at varying times since it began:

- Limited ability to see service users/patients face-to-face
- A lack of IT equipment to facilitate home working
- Digital exclusion impacting efforts to maintain contact with vulnerable service users
- Staff absences for COVID-19 related reasons, particularly impacting services continuing to deliver face-to-face care
- Rapidly emerging and changing guidance and public health measures such as social distancing
- The requirement to introduce new services while maintaining existing ones e.g., testing, the vaccination programme, community COVID-19 assessment centres.

5.3 Service Responses

Service delivery arrangements have adapted over time in response to the above challenges and to the dynamic nature of the pandemic.

Initially, face-to-face provision of many community-based services was reduced. In response, alternative models of delivery were adopted which included telephone and online based service provision. To support these developments, work was undertaken to expand staff and service user access to mobile technology, including telephones and laptops with access to a range of digital platforms, including Attend Anywhere, Near Me and Microsoft Teams.

It has been recognised that online provision is not appropriate for all service users and face-to-face contact has been maintained across the majority of services throughout the pandemic. RAG risk ratings and triage arrangements were introduced, in order to ensure those with the highest levels of need were prioritised and seen face-to-face. Steps were also taken through the above HSCP wide Accommodation, Social Distancing and Recovery Group to ensure that all buildings from which face-to-face services were being delivered had been risk assessed, and complied with public health control measures around hygiene, infection control, PPE, and physical distancing.

Over time, as the HSCP's [Recovery Strategy](#) has been implemented, services have been reinstated to varying degrees and face-to-face contacts have increased. This has been progressed within the context of the changing restriction levels and national guidance introduced in response to the different 'waves' of the pandemic, including the emergence of the new Omicron variant. Over this time, there have been recurring challenges experienced such as staff absences, which have affected the nature and speed of service responses and the degree to which service recovery plans have been able to be implemented.

Detailed and up to date information on recovery responses and progress for all HSCP service areas, can be found in the [COVID-19 updates](#) which have been regularly published on a dedicated section of the HSCP website over the last 2 years. This website also includes video messages from the Chief Officer and Senior Management Team members which have been recorded throughout the pandemic. Progress in recovery planning has also been recorded within the HSCP [2020-21 Annual Performance Report](#) and the [2020/21 Chief Social Work Officer Annual Report](#), as well as being regularly reported to the [IJB](#) and the Council's Operational Performance and Delivery Scrutiny Committee ([August 2020](#) and [June 2021](#)). To facilitate recovery planning, the HSCP has also produced a range of [information and advice](#) to support homeworking, enable a safe return to work and promote staff health and wellbeing. This has been made available on the HSCP website, along with other related Council, Health Board and nationally produced resources.

5.4 Service Development and Improvement

As part of the recovery process, services across the HSCP have been identifying where there may be opportunities to consolidate some of the most effective practices adopted during the pandemic and incorporate these going forward within mainstream service delivery, including alternative models and supports, asset-based approaches, and early intervention. This will lead to some permanent and transformative changes in the way services are delivered, offering greater flexibility for service users and improved service efficiency.

These will include maintaining a mix of face-to-face and online provision, with digital technology used to deliver a range of activities remotely such as 1 to 1 sessions, group work, training and e-learning, and service audits. New service models have also been introduced in response to the pandemic which have proven to be very effective and have been positively received by service users, carers and staff. These include the following:

- A Discharge to Assess Pathway in Older People's Services which was developed to alleviate pressure on acute hospitals
- Two [Mental Health Assessment Units](#) which were established to divert people with mental health and distress issues away from hospital emergency departments, to more appropriate specialist mental health services and supports
- A Learning Disability Outreach Service which was established to provide community-based support to service users following the closure of day services in the early stages of the pandemic.

6. Enabling Transformation of our Services through ICT

6.1 Access to ICT

The stability of ICT systems is critical to our service but particularly in the out of hours emergency services such as, Glasgow & Partners Emergency Social Work Services, community alarms and homecare. We often face challenges in these areas in maintaining that stability which is particularly challenging in the out of hours setting. The day-to-day support including the progression of smaller ICT projects is crucial and again challenges within these areas can be a cause for concern and pose a risk to the critical services we provide.

6.2 Eclipse

The HSCP has embarked on a Programme of work with CGI for the upgrade of the current careFirst system to OLM's Eclipse system. The new system will be cloud based and can be used on any type of device, offering flexibility for mobile working.

Eclipse is a transformational tool that will help deliver better services, and includes the delivery of robust performance information, including statutory returns. Phase 1 will focus on Adults and Older People's Services, and will bring in Operational Care Services, allowing the rationalisation of many legacy systems and significantly reducing duplication, enabling a single view of service users' record.

6.3 Mobile and Flexible Working

The pandemic has led to challenges around how staff could work effectively at home and how they can adequately interact with service users to deliver our critical services. Since March 2020 we have transformed the way that our services have been delivered through the use of


mobile equipment and tools such as Microsoft Teams, Near Me (Attend Anywhere) and even WhatsApp. These tools allow interaction with service users and other team members without the need to be in a specific location.

This change has not been without its challenges with a lack of mobile equipment and laptops leaving staff without ICT devices and phones for periods of time. We are currently undergoing the final stages of this hardware refresh and due to increase in staff numbers and constant staff movement we are seeing challenges around device availability and application readiness. Older devices are still being used in some areas of the business and this brings the risk of staff being unable to access critical information while trying to carry out their duties.

6.4 **Digital Resilience Agenda**

The HSCP Digital Resilience Group supports work with children, young people, carers, and communities to ensure that individuals and groups have the knowledge, skills, and support to promote their digital citizenship. As part of this a Wi-Fi service for provided children's houses was requested in October 2018. An interim solution was provided by March 2020 and the full solution has been deployed to one house to date. This means that some young people are still unable to make full use of their own devices or those provided by the HSCP and Education Services in the houses.

Appendix A – A Healthier City Theme Update 2021/22


A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	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.					
<p>38.1 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 with the Glasgow City IJB to continue to deliver the priorities within its Glasgow City IJB's Strategic Plan 2019-22 in order to achieve its vision for health and social care services in Glasgow, and engage in strategic partnerships to support the development and delivery of effective services across Glasgow to improve health outcomes.</p>	<p>We continued 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. In order to meet the challenges of the COVID-19 pandemic during 2021/22 we have continued to innovate and adapt our service delivery. Details of the HSCP's COVID-19 updates can be found here.</p> <p>The Glasgow City Alcohol and Drug Partnership (ADP) Annual Report 2020/21 was presented to the IJB in December 2021. A wide range of preventative action continues which is reported through the ADP.</p> <p>A Children's Neighbourhoods Scotland (CNS) city steering group continues to direct activity and the programme is progressing well.</p> <p>The HSCP is a key partner in the Glasgow City Food Plan which launched in June 21. The 10-year plan is collaborative, holistic and establishes meaningful work to make the food system in Glasgow more sustainable, equitable and healthy. A short animation of the plan is available on YouTube.</p> <p>Plans for a new £67 million Health and Care Hub for North East Glasgow have been approved by</p>	<p>We will 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>Health Improvement activity will continue to be reported through the Public Health Oversight Board.</p> <p>The Glasgow City Health Improvement Annual Report for 20/21 will be published. This report will highlight the progress we have made improving health and tackling health inequalities in Glasgow.</p> <p>The Gambling Summit will serve as a starting point for the discussion of future challenges as we seek to develop the public health response to gambling harms.</p>	HSCP	

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
<ul style="list-style-type: none"> Ensuring that families receiving support from council services also get access to other key professionals such as health visitors. 		<p>Councillors. The new hub will improve access to services and better integrate health and social work teams and services, and the voluntary and charity sectors.</p> <p>Glasgow City Council's postponed Gambling Summit went ahead online in September 2021. The Summit, entitled Tackling Gambling Harms in the New Normal was supported by Public Health Scotland (PHS) and by the UK Gambling Commission and brought together people with lived experience of gambling harms and experts in practice, research and policy to share knowledge, insights and ideas on tackling gambling harms in a world adapting to the impacts of the COVID-19 pandemic.</p> <p>HSCP Health Improvement Quit Your Way staff won this year's Citywide Uniformed Services Award at the Glasgow Times Community Champions Awards 2021 in December.</p> <p>Glasgow's Community Link Worker (CLW) Programme expanded this year. Forty more GP Practices in Glasgow got a Community Link Worker / Practitioner to help patients improve their health and wellbeing. The CLW Programme Annual Report 20-21 was presented to the IJB in October.</p> <p>Health Improvement activity continued to be reported through the Public Health Oversight Board.</p>			


A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
		<p><i>Commitment 38.4 now incorporated into 38.1</i></p> <p>Health Visitors The Antenatal pathway health visit has been fully rolled out meaning that the revised Universal Pathway has now been fully implemented.</p> <p>Health visitors now have direct access to financial support for families, without having to refer to Social Work, and were also involved in coordinating the Winter Social Pressure payments, issued earlier this year. Feedback from families has highlighted the positive impact of this financial support which equated to £400 per child.</p> <p>The Family Nurse Partnership service is now hosted in Glasgow City on behalf of GGCNHS.</p> <p>Family Support Early Intervention Workstream A pathway for families who need early intervention family support referred by Midwifery or Health Visitor (HV) during the antenatal or perinatal period has now been developed. A write up of process/practice stages is being undertaken to inform the development of a test of change to explore area team practice around pre-birth and to plot out the next steps in updating the pre-birth procedures in alignment with the recent SCR findings.</p> <p>Complex health or disability pathway Building on the GGCNHS protocol, an operational pathway has been developed for women whose babies will be born with complex needs.</p>	<p>Health Visitors Work is progressing with the Midwifery Service to explore the incorporation of pre-birth GIRFEC screening into the midwifery pathway.</p> <p>Complex health or disability pathway The next step will be to get this ratified via the wider Supporting Families through Pregnancy group.</p> <p>Anti-poverty Workstream Collate learning from anti-poverty workstreams (including Winter Social Protection Fund and funds available to Health Visitors) and coordinate a consistent approach to supporting families.</p>		


A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
		<p>Anti-poverty Workstream This workstream started recently and is incorporating the learning from the research of the Cost of the Pregnancy Pathway Report, the learning from successful income maximisation supports, and the recent Winter Social Protection Fund family survey and the impact of these funds on families.</p>			
38.2 The provision of care and support will include: Engage with service-users to help them shape and design the services they use, at both a strategic and personal level	Support the continued implementation of the Glasgow City IJB's Participation and Engagement Strategy including at a local level.	<p>Complete. Final update reported end of Year 4 (2020/21).</p> <p>The Participation and Engagement Strategy will continue to be monitored through the Integration Joint Board Public Engagement Committee.</p>		HSCP	Complete Business as Usual
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 several projects that tackle these issues.	Reporting on the Glasgow Communities Fund will be merged with reporting against 101.		CED	See 101
38.4 Ensure that families receiving support from council services also get access to other key	Working with partners, promote earlier identification and intervention for children and families in need.	Reporting will be merged with reporting against 38.1.		HSCP	See 38.1

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
professionals such as health visitors					
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.	Implement the Family Support Strategy.	Reporting on the Family Support Strategy will be merged with reporting against 50.		HSCP	See 50
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	Work with the Glasgow City IJB to implement the recommendations of the independent national review of Self-Directed Support (SDS), including making any amendments to current arrangements and processes.	Complete. Final update reported end of Year 4 (2020/21). Implementing the recommendations from the review are business as usual. A report will be presented to the Integration Joint Board.		HSCP	Complete Business as Usual
39.2 Promote the uptake of Self Directed Support among groups who	Further develop the Your Support Your Way Glasgow website to promote	Complete. Final update reported end of Year 4 (2020/21). Progress will continue to be monitored via Older Peoples reporting to the Integration Joint Board.		HSCP	Complete Business as Usual


A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
currently underuse it, such as people with mental health problems and the over-65s.	and support increased uptake of Self-Directed Support (SDS).				
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.	Complete. Final update reported end of Year 4 (2020/21). Projects specific to Older People's Services will continue to be monitored via the Integration Joint Board and will include Maximising Independence activity.		HSCP	Complete Business as Usual
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.	Continue to implement Glasgow's Independent Living Strategy with partner agencies which includes: employability and learning, unmet need and financial inclusion.	The Social Recovery Taskforce has established a Disabled Communities workstream as one of its priority work areas. This workstream's remit encompasses issues highlighted in this Commitment. The SRT disability workstream reports to the Social Recovery Taskforce every 4 weeks. Agenda and papers from the SRT meetings can be found here .	The SRT disability workstream will continue to meet and report to the Social Recovery Taskforce every 4 weeks.	HSCP/ CED	
40.2 Improve co-ordination and integration of employability, education and	Build on the work that informed the development of the Strategy's action plan including:				

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
personal capacity-building services for people with disabilities.	engagement with disabled service users and the DWP				
40.3 Work with disability organisations to map and capture unmet need and reduce barriers to accessing services	Mapping of disability resources to highlight barriers				
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>Develop new models of community-based Supported Living for frail elderly individuals.</p> <p>Continue to provide funding through the Affordable Housing Supply Programme (AHSP) 2017-22 for house adaptations for people with disabilities and a range of other needs.</p>	<p>Complete. Final update reported end of Year 4 (2020/21).</p> <p>Monitoring will continue through Older People reporting to the Integration Joint Board and reporting to Neighbourhood, Housing and Public Realm Committee as part of the Glasgow Housing Strategy and the Affordable Housing Supply Programme.</p>		HSCP / NRS	Complete Business as Usual

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
41. Review community care charges, in partnership with the HSCP Integrated Joint Board and those who are impacted by them.					
41.1 Review community care charges to assess the impact on service-users and the Council's budget.	Review Social Care Charging Policy and process around charging for social care within the context of national legislation and COSLA good practice guidance.	Complete. Final update reported end of Year 2 (2018/19) .		HSCP	Complete
42. Continue our work on the People Make Glasgow Fairer Strategy to tackle poverty, considering how we can address emerging issues such child hunger and period poverty.					
42.1 Continue our work on the People Make Glasgow Fairer Strategy to tackle poverty, addressing emerging issues such as child hunger. <i>(updated 2021 - see Appendix B)</i>	Continue our work on the People Make Glasgow Fairer Strategy to tackle poverty, addressing emerging issues such as child hunger.	<p>The Financial Inclusion (FI) Team presented a proposal to the City Administration Committee (CAC) in September 2021, that provided options for the distribution of the £2million Emerging Needs COVID Recovery Fund, which was agreed at the 2021 council budget. The proposal was accepted and the task of allocating the fund and agreeing monitoring arrangements was completed in November 2021.</p> <p>Financial Inclusion Support Officers (FISO) The FISO project has been introduced using a phased approach; Phase 2 opened with the aim of expanding the project into all secondary schools. At the end of November 2021, the project had been introduced into 21 Secondary schools in Glasgow.</p> <p>Poverty Leadership Panel The Poverty Leadership Panel (PLP) meetings continued to be held online via Microsoft Teams. No decision has been made about returning to face-to-face meetings. Newsletters were issued</p>	<p>The FI Team will provide an update to CAC on the outcomes achieved by the organisations funded by the Emerging Needs COVID Recovery Fund.</p> <p>FISO Continue to roll the service out to the remaining nine Glasgow secondary schools.</p> <p>LCPAR Work on the LCPAR for 2021/2022 will start in January 2022.</p>	CED	


A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
		<p>however this format for sharing information will be reviewed.</p> <p>Local Child Poverty Action Report (LCPAR) The Council's Child Poverty Governance Board took up the Scottish Government's option of providing a LCPAR Summary Report, because of the impact of COVID, for 2020/2021. This was presented to CAC in September.</p> <p>Challenge Poverty Week The annual Challenge Poverty Week (CPW) was held in October 2021.</p> <ul style="list-style-type: none"> • Key tackling poverty messages were delivered via the PLP's social media and also through the council's and PLP partner organisations. • CPW special Newsletter was developed and distributed to all PLP partners and issued online via social media. • A staff video message, developed by the FI Team and Organisational Development, was delivered by John Sherry, Transformation Manager. • A short film was developed by the marketing and press team highlighting CPW and was delivered by Councillor Richard Bell, City Treasurer. 			
42.2 Extend the pilot on period poverty with Simon Community after lockdown to extend the provision in Glasgow Life	New action added for 2021/22.	The Period Products (Free Provision) Scotland Act 2021 places responsibility on local authorities and education providers across the country to make period products accessible and free of charge for anyone who needs them. The Act will come fully into force in January 2023.	To continue to work with the Simon Community and explore additional public venues across the city that stock period products.	Education Services	

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
facilities and other public building in line with the new duty		<p>In January Glasgow City Council hosted a virtual event to launch its public consultation on the future rollout of free period products across the city and to Launch the new PickUpMyPeriod App. This App lists locations nationally where free period products can be accessed and can be downloaded for free on mobile devices via the following links: Google Play Store and Apple Apps.</p> <p>Schools continue to provide free sanitary products to those who need it.</p> <p>Progress has been made as Glasgow Life Venues and other public offices start to open and the Simon Community volunteers have begun to deliver period products to public venues across the city.</p>	This is tied into wider planned work around the period product apps, the findings from the public consultation and generally making products available (including re-usable) to all people across Glasgow including residents and visitors.		
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.	Work to expand Changing Places compliant facilities during future refurbishment and new developments.	Complete. Business as Usual. Final update reported end of Year 3 (2019/20) Consideration of the potential for changing places toilets is now embedded as business as usual in all large-scale new builds or refurbishments with public facing areas.		Glasgow Life/ NRS	Complete Business as Usual
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	Implement recommendations from the review of	Youth Health Service (YHS) The Glasgow City Youth Health Service which offers confidential, personalised support by	Youth Health Service 1:1 therapeutic interventions will continue to be delivered at all 9 YHS venues. In	HSCP	



A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
people, bringing together healthcare and education, to ensure faster treatment without stigma.	Youth Health Services.	<p>Nurses, GPs, Counsellors and Multiple Risk Workers to young people aged 12 to 19 years was officially launched in September 2021 following the launch of the final 2 two venues. There are now a total of 9 venues operational across the City. 1:1 consultations and group sessions are delivered face-to-face and virtually to support young people with their mental health.</p> <p>Other YHS developments supporting mental health & wellbeing include:</p> <ol style="list-style-type: none"> 1. A service rebranding using the co-production approach, with young people involved in developing the logo and colours etc. 2. YHS has commissioned an external organisation to support young people with multiple risks, to ensure that appropriate support is available to young people visiting the service bases. 3. A referral pathway has been developed between YHS and A&E Departments across Glasgow City. 4. YHS has recruited a Youth Employment Coach to support young people with additional barriers to employment within YHS. <p>Overall, YHS received 714 referrals between April and September 2021 in relation to 517 young people, with 351 new young people supported during this time.</p> <p>The HSCP has provided interim funding for three organisations specialising in providing support to LGBTQI+ children and young people to provide a</p>	<p>addition, 6 group sessions (face-to-face and virtually) will be held.</p> <p>Increase YHS capacity to deliver in an additional 2 venues with 5/6 counsellors in total.</p> <p>Performance monitoring for the Integrated Children's Services Plan 2020-2023 will focus on the impact of services on improving mental health; one of the key themes within the Plan.</p> <p>Pending the confirmation of Scottish Government funding, the HSCP will tender for longer term support services and build targeted support for LGBTQI+ children and young people into direct service provision.</p> <p>Plans for Jan to March 2022 include offering bespoke support to young people's parents and carers via Parentline (funded by Mental Health Remobilisation monies). Many of the 100+ young people that have used the service to date have presented with a parent or carer who may themselves benefit from some practical and emotional support.</p> <p>Continue work to set up and monitor impact of new In Reach and Young People's Networking teams.</p>		
	Implement Strategic Framework for improving the mental & emotional health and wellbeing of young people				

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
		<p>range of supports, including mental wellbeing support, interventions to address social isolation and lack of engagement in activities, and dedicated support for young people with gender differences.</p> <p>The service specification for the In Reach Service has been prepared, and the tendering process will begin when funding is confirmed for 2022/23.</p> <p>The posts agreed to progress development of the neurodevelopmental pathway are now in the process of being recruited. Work is ongoing to develop the operational guidance for this project.</p> <p>The Young People's Networking team is also being set up to support children and young people who have been referred to CAMHS.</p> <p>The Compassionate Distress Response Service (CDRS) is operated by Glasgow Association for Mental Health (GAMH) on behalf of Glasgow City HSCP. Following the success of the provision, which commenced for adults aged 18 years and over in May 2020, there was evidence of potential demand from 16 and 17-year-olds, and Community Support and Services Framework funding enabled the service to open to people aged 16-18 in September 2021. People aged 16-25, presenting in distress across a range of services and systems (but not in need of clinical intervention), can now be supported by CDRS staff with a same-day, holistic, listening service.</p>	<p>Counselling in Schools The next reporting date will be February 2022.</p> <p>Some challenges have been identified due to a shortage of Counsellors and we will be making interim arrangements to ensure continuity of service until March 2022, at which time we expect the staffing issue to be resolved.</p>		

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
		<p>Counselling in Schools The Scottish Government has made a commitment for all young people 10-18 years to have access to counselling in schools. Glasgow received £1.3m per annum from April 2020. A further £700,000 is being used through Pupil Equity Funding (PEF) bringing the total value to £2million per annum. Following tender, contracts have been awarded to:</p> <ul style="list-style-type: none"> • Action for Children - Secondary School Counselling (1:2:1 and Groupwork) • LifeLink - Primary School 1:2:1 • Quarriers - Primary School Groupwork • With Kids - Primary School Play Therapy • Impact Arts - Primary School Art Therapy <p>This contract framework, awarded by Glasgow City Council in March 2021, will apply from April 2021 to March 2024 (plus an option to extend for 1 year) and will ensure that children and young people receive tailored support based on their individual needs.</p> <p>We completed a corporate procurement exercise to commission a range of services which will allow schools to specify what supports they require to meet the Scottish Government's commitment. The services to be provided include access to counselling in all 30 mainstream secondary schools and 140 primary schools. Additionally, we will offer therapeutic support to primary 6 and primary 7 pupils through group work, play therapy and art therapy.</p>			


A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
		<p>Counselling is now available in all schools and there is data on the uptake of support and initial information on needs and outcomes.</p> <p>Quarterly reports from each organisation providing counselling services are available to October 2021. Reports are made available to HSCP partners from Education Services.</p>			
<p>44.2 Implement the National Suicide Prevention Action Plan “Every Life Matters”. (updated 2021 see Appendix B)</p>	<p>Implement the National Suicide Prevention Action Plan “Every Life Matters”.</p>	<p>Building on the evaluation work undertaken previously, which saw Glasgow City the first Scottish local authority to achieve the Living Works Suicide Safer Community Designation, the Glasgow City Suicide Prevention Partnership (GCSPP) (formerly known as the Glasgow City Choose Life Strategy Group) continues to coordinate and expand partnership working on suicide prevention in the city, including developing work on key themes highlighted during the award evaluation process.</p> <p>The COVID-19 Action Plan, which reflects both national and local priorities, was signed off by the GCSPP in December 2021.</p> <p>Real time data collection continues to be collated and inform local priorities for suicide prevention work.</p> <p>The GCSPP, in conjunction with its Third Sector SP sub-Group and Gambling with Lives, continued to work on Gambling Harms, including contributing to The Big Step initiative.</p>	<p>Living Works has now approved the return to in-person training and is providing endorsement programmes for all Living Works trainers. ASIST, SafeTALK and SuicideTALK in-person training will be offered on a monthly basis from January 2022. E-modules developed and provided during 2021 will continue to be provided with six ASK/TELL modules planned between January and June.</p> <p>National work on data collection once finalised, will also support and guide local data collation.</p> <p>In February 2022 the GCSPP will participate in and help promote The Big Step campaign which seeks to break the link between gambling promotion and football.</p> <p>The roll out of suicide contagion information will continue in other localities.</p>	HSCP	


A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
		<p>The GCSPP provided a workshop on suicide prevention at the Glasgow City Gambling Harms Summit.</p> <p>A joint virtual Event between Glasgow City Health and Social Care Partnership (HSCP) and Glasgow Council for Voluntary Sector (GCVS) took place in April to highlight the risks of suicide contagion. The roll out of suicide contagion information continued with an input at the recent re-launch of the South Suicide Safer Community Forum.</p> <p>Rocket Science commissioned Research report on support for those bereaved by suicide and those who care for people at risk of suicide was presented to the GCSPP in July 2021.</p> <p>A new bereavement information and support web page was launched in May 2021 and a Bereaved by Suicide training module is currently being commissioned.</p> <p>The Locations of Concern Group (LOCS) continues to meet and identify new LOCs. Work is being undertaken to try and reduce deaths by suicide at these locations.</p> <p>The cluster and memorial guidance remain under development. Support now being offered from Public Health Scotland (PHS).</p> <p>Engagement underway locally and nationally on the development of the new National Suicide</p>	<p>The LOC Group will continue to meet to identify and take action at LOCs and contribute to national work on guidance for LOCs work.</p> <p>Complete and sign off cluster and memorial guidance at NHSGGC and GCC level.</p> <p>Suicide Prevention video will be launched and delivered to prisons within NHSGGC area.</p> <p>Development and completion of longer term GCSPP action plan, reflecting local and national priorities.</p> <p>Crisis Pathways work will be developed and will be linked to appropriate strategic frameworks.</p>		

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
		<p>Prevention Strategy. GCSPP has helped shape some of the themes for engagement.</p> <p>National Suicide Prevention Action Plan Every Life Matters: GCSPP awaits national guidance on Action 10, deaths by suicide review guidance. Suicide Prevention Development Officer temporary post, hosted by third sector, established in summer 2021 to support the work of GCSPP.</p> <p>A ceremony to mark World Suicide Prevention Week took place in Glasgow in September.</p>			
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	Continue to work with partners to provide employability support for mental health service users	<p>Enable Scotland secured the contract for people with health conditions (including mental health) in March 2021.</p> <p>Following the award of the contract, a system check, and staff recruitment the new Enable Service began delivery in September.</p> <p>In preparation for the start of service delivery, a meeting between the NHS/HSCP Mental Health Employability Manager, Enable and SAMH took place to agree the alignment of the Individual Placement and Support “type” intervention for primary care mental health.</p>	Identify the elements of delivery that need to be written into the new No One Left Behind all age employability offers for Glasgow, currently being designed for 2023 onwards. Engage with European Social Fund (ESF) services and the NHS/HSCP Mental Health Employability Manager on this initially.	HSCP/ CED	
45. Expand our support for carers through the carers’ card, a strengthened role for the Carers’ Champion and a new Carers’ Forum.					
45.1 Develop and implement new ways of engaging with unpaid carers to	Develop and implement new ways of engaging with unpaid carers to ensure their	The Carer Reference Group (CRG) developed the following proposals to ensure that the voices of unpaid carers are more fully represented in the planning and delivery of HSCP services:	Interviews for the Carers Champion post will be held, and person appointed to post.	HSCP	


A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
ensure their voices are represented. <i>(updated 2021 - see Appendix B)</i>	voices are represented.	<ul style="list-style-type: none"> support the recruitment and retention of a Carers Champion increase CRG membership, and strengthen carer engagement with wider HSCP services. <p>Carers Champion Following an update of the job description, the post of Carers Champion was advertised at the end of November with the use of social media to promote the advert. The CRG propose to support the Champion in post. National Support for the Carer Champion is also available from the Carers Collaborative.</p> <p>Increase CRG Membership Work is ongoing to increase CRG membership.</p> <p>Strengthening carer engagement with wider HSCP services includes:</p> <ul style="list-style-type: none"> The connectivity between the Locality Engagement Forums (LEFs) and the CRG has been strengthened to ensure greater Carer engagement within wider HSCP engagement. CRG Members are invited to attend HSCP planning groups to represent unpaid carers. Locality Carer Forums are supported by Community Development Workers in each of the locality sectors. These are attended by CRG representatives and carer service managers. 	<p>Champion will be supported during recruitment and in post.</p> <p>An update on the Carer Champion will be provided to the Glasgow City IJB in March 2022.</p>		

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
		<ul style="list-style-type: none"> The quarterly City-Wide Carers Operational Delivery Group includes CRG reps. This group reviews delivery of support to both adult and young carers. Young Carers are engaged through specific YC forums. 			
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.	Complete. Business as Usual. Final update reported end of Year 3 (2019/20) Continued promotion and uptake of the Carers Card will be reported along with other activities and developments to the IJB.		HSCP	Complete Business as Usual
45.4 Improve identification of carers across the city and introduce a single pathway to access support Improve co-ordination and integration of the full range of support to carers.	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.	Complete. Final update reported end of Year 4 (2020/21). Dedicated support for Carers is in place and will continue to be monitored through the Integration Joint Board.		HSCP	Complete Business as Usual
45.5 Work to stabilise funding for carers' centres & support services	Continue to invest in third sector carer services and centres to widen range of services available for carers.	Complete. Final update reported end of Year 3 (2019/20)		HSCP	Complete


A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
	Consolidate all carer funding programmes including proposed additional investment from the Carers (Scotland) Act 2016.	Complete. Final update reported end of Year 2 (2018/19) .			
46. Develop a homelessness strategy in partnership with providers, building on 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	Following on from the Homelessness Strategy 2015–20 we will implement the Glasgow Rapid Rehousing Transition Plan (RRTP) 2019-24 .	<p>The public health emergency and accompanying economic impact has continued to have an influence on the demand for and delivery of homelessness services. The HSCP has seen an increase in demand for homelessness assistance during 2021.</p> <p>Throughout the public health emergency, Glasgow has maintained a duty to respond to emergency accommodation needs. Homelessness Services have ensured that all presentations, including rough sleepers and those rough sleepers with no recourse to public funds (NRPF), are offered emergency accommodation.</p> <p>The support from the City's RSLs led to a settled let out turn figure for 2020/21 of 3,288. This total represents an increase of 876 lets on the previous full year total of 2,412. Based on current levels of settled lets secured for the re-settlement of homeless households, we are likely to see a final outturn figure of between approximately 3,300 – 3,500 settled lets for 2021/22.</p>	<p>We will continue to work with colleagues within the Wheatley Group and Community Based Housing Associations to maintain our progress with securing increased settled lets for homeless households. We will publish a letting plan for 2022/23 setting out letting targets that will support the continued reduction of B&B use and the securing of RRTP targets.</p> <p>With our partners within the Glasgow Alliance to End Homelessness we will review our resource commitment to outreach and housing support for households at risk of homelessness.</p> <p>We will publish a Temporary Accommodation Strategy that will set out how we will, over time, end our use of B&B accommodation and modernise the delivery of temporary accommodation.</p>	HSCP	

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
		<p>During 2021 the HSCP has increased investment in Homelessness Prevention activity designed to improve access to money and debt advice and family mediation within our Community Homelessness Services.</p> <p>Updates on progress of the delivery of the Glasgow City HSCP Homelessness Services Rapid Rehousing Transition Plan (RRTP) were reported to the IJB in May and September 2021. These reports detail the response of the HSCP's Homelessness Services and partners to the public health emergency.</p>	<p>We will bring forward proposals to improve access to homelessness prevention service within an integrated Single Point of Access for people at risk of homelessness.</p> <p>We will continue to examine opportunities to extend access to Prevention Services.</p> <p>We will work with partners across the Council to deliver the £1.54m Tenancy Hardship Fund.</p> <p>We will review our approach to supporting tenants at risk of homelessness within the Private Rented Sector (PRS). This will be part of a wider review that will also examine our use of the PRS for accommodating homeless households.</p>		
<p>46.2 Decrease the use of temporary furnished accommodation and phase out the use of B&Bs to ensure that people move into settled accommodation more quickly. (updated 2021 - see Appendix B)</p>	<p>Decrease the use of temporary furnished accommodation and phase out the use of B&Bs to ensure that people move into settled accommodation more quickly.</p>	<p>As highlighted at 46.1 the public health emergency has seen a significant temporary increase in both the Council's use of emergency B&B accommodation and temporary furnished flats supplied by RSLs. This has allowed the HSCP to continue to meet its statutory duty to provide emergency accommodation and extend accommodation and support to households with NRPF.</p> <p>While the number of Households in B&B accommodation decreased between March (344) and June (286), it rose again to 389 in September. The long-term direction of travel has</p>	<p>As highlighted at 46.1 we will continue to work with colleagues within the Wheatley Group and Community Based Housing Associations to maintain our progress with securing increased settled lets for homeless households.</p> <p>We will continue to reduce the use of B&B type accommodation. Progress with this objective will be contingent upon a continued increase in the supply of settled lets from RSL partners and a sustained capacity to meet statutory</p>	HSCP	


A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
		<p>however been a reduction from a high of 573 in September 2020. The target is to reduce the number to 350 by March 2022.</p> <p>The HSCP progressed the Test of Change “Matching Process” with the Wheatley Group and the Community Based Housing Associations during 2021/22. Evidence from the evaluation of the Test of Change indicates that the revised section 5 process improves outcomes for service users and delivers business improvements for the organisations involved.</p>	<p>duties in relation to emergency accommodation.</p> <p>We will publish a letting plan for 2022/23 setting out letting targets that will support the continued reduction of B&B use and the securing of RRTP targets.</p> <p>We will work with RSLs partners to extend the revised section 5 process (Matching Process) in order to continue to improve outcomes for service users. We will continue to work with RSL partners to increase the number of homeless households resettled into permanent housing in order to reduce demand for temporary accommodation.</p> <p>We will set out the HSCP’s plan to transform the provision of Temporary Accommodation. The strategy will detail how the HSCP will work with Alliance Partners to reduce and eliminate the use of B&B accommodation.</p>		
46.3 Review and strengthen welfare support to ensure people are not made homeless due to benefit issues	Reporting on mitigating welfare benefit cuts will be merged with reporting against 47.			HSCP	See 47
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	Continue to implement the	Following the review of core prevention pathways, the HSCP has increased investment in	As highlighted at 46.1 The HSCP will work with partners across the Council to	HSCP	

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
support to ensure people are not made homeless due to benefit issues	Housing Options approach, identifying and supporting at an early-stage people who may be at risk of homelessness due to benefit issues.	<p>homelessness prevention and Housing Options Services. This has included an increase in the level of money and debt advice services, the development of a family mediation service and the recruitment of a Housing Options Development Officer.</p> <p>The Homelessness Service has also developed the Housing Options Practice Developments Forum with the City's Housing Associations. The Forums will lead on the development of operational prevention interfaces between Homelessness Services and the City's RSLs.</p> <p>Homelessness Services have also worked with a range of partners to provide accommodation and support to destitute households with NRPF.</p> <p>Through the Housing First (HF) approach, the HSCP and partners, have continued to provide support to people with complex case histories to secure settled accommodation, and through intensive support have assisted some of the city's most vulnerable people to rebuild their lives, sustain their tenancies and improve their physical and mental health. A total of 242 households have now been supported into settled tenancies with a further 47 households at pre-tenancy stage (Jan 2022).</p> <p><u>Private Rented Sector</u> The Private Rented Sector (PRS) Hub team assisted 252 families (154 new cases) during the period 1st April 2021 to 30th November 2021; 139</p>	<p>deliver the £1.54m Tenancy Hardship Fund.</p> <p>Homelessness Services will also develop proposals for a flexible homelessness prevention fund.</p> <p>Homelessness Services will also launch the National Housing Options On-line Training Resource. This course will enhance the skills and knowledge of Social Care Workers on benefits and homelessness prevention.</p> <p>Progressing pre-tenancy cases remains a priority. A further 20 cases will be identified from community and prison casework teams. Additionally, a test of change program is underway identifying potential cases within Mental Health hospital discharge.</p> <p><u>Private Rented Sector</u> Funding discussions will be finalised to continue delivering the PRS Hub service during 2022/23.</p>		

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
		<p>of these families were identified as having a health-related issue.</p> <p>The current homelessness prevention rate is 88%.</p> <p>The team has supported 919 families since the service was introduced in 2017. 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.</p> <p>The team has referred 21 families to the Turning Point Scotland Flexible Homelessness Outreach Support Service (FHOSS) during 2021/22.</p>	<p>The service will continue to work closely with partners to ensure vulnerable families are supported, measures to reduce the impacts of poverty are implemented and homelessness is prevented. Close working with health and social care services will continue during the remainder of this financial year to ensure families receive the required support.</p>		
	<p>Develop a common “support package” for new tenants to address the wider financial challenges they face.</p>	<p>Homelessness Partnership Pilot The pilot, which ended at the start of 2021, involved partners in Homelessness teams, Commissioned Services, CBS Revenues and Benefits, and 4 Housing Associations in Glasgow</p> <p>The Glasgow Centre for Population Health (GCPH) are nearing the end of their independent evaluation of the pilot with a draft report expected early 2022.</p> <p>The Family Support Project A working group was established to monitor outcomes, understand the themes emerging from the pandemic and understand the gaps in provision for domestic abuse survivors.</p>	<p>Homelessness Partnership Pilot It is anticipated that the Glasgow Centre for Population Health (GCPH) will produce a draft evaluation report early in 2022.</p> <p>The HSCP will work with leads from the Financial Inclusion Team to publish the evaluation and bring forward recommendations from the pilot.</p> <p>The Family Support Project Continue to monitor the outcomes of the project and based on these findings revise the approach as necessary.</p>		

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
		It was established that families are 'stuck' in temporary accommodation for longer than anticipated and essential support cannot always be covered by a voucher scheme, the criteria was subsequently revised, and a cash approach will be considered going forward.			
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.	Complete. Final update reported end of Year 4 (2020/21). Supporting those affected by the impact of ongoing welfare reform will continue with ongoing monitoring presented to the Integration Joint Board.		HSCP	Complete Business as Usual
47.3 Work with partners to expand the range and level of services to ensure it meets the needs of citizens across the city.	Continue to develop and extend the Long-Term Conditions (LTC) and Macmillan service .	Our Long-Term Conditions (LTC) and Macmillan service continued to support Glasgow citizens by telephone because of the ongoing pandemic. As expected, on site hospital services have not yet resumed, and temporary work arounds have been implemented to ensure advice, advocacy and support for welfare rights continues. Numbers are still lower than expected due to the pandemic but expected to increase as we head into 2022. Unfortunately, the pandemic has forced change around our volunteer work. Our partners at Glasgow Life are unable to continue supporting this work and this therefore means the volunteer driver roles will remain on hold until other options can be considered.	The first quarter of 2022 will focus on funding for this service, and a service review to ensure the LTC service can continue to meet service demands. Discussions will also take place with NHS regarding a phased return of face-to-face meetings for our most vulnerable patients/citizens.	CED	

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
	Continue to develop and extend the Improving the Cancer Journey Service (ICJ) .	<p>Improving the Cancer Journey (ICJ) also continued to provide full holistic support by telephone. This method has proven to be very successful and has allowed us to reach more people who are often in greater need. The pandemic saw an increase in palliative patients at point of referral (35% increasing to 55%) bringing an added level of complexity alongside limitations of time. The need for ICJ support has increased by 25% from last year which will require further planning on how the service is provided as we head into 2022.</p> <p>Unfortunately, the pandemic has forced change around our volunteer work. Our partners at Glasgow Life are unable to continue supporting this work and this means that the volunteer driver roles will remain on hold until other options can be considered.</p>	<p>The first quarter of 2022 will focus on funding for this service, and a service review to ensure ICJ can continue to meet service demands.</p> <p>Discussions will also take place with NHS regarding a phased return of face-to-face for our most vulnerable patients /citizens.</p>		
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	<p>Continue to develop the role of the Council's Champions' Board and Corporate Parenting Forum.</p> <p>Take forward the implementation of the Corporate Parenting Action Plan.</p>	<p>Complete. Final update reported end of Year 4 (2020/21).</p> <p>We will continue to implement our Corporate Parenting Plan incorporating the recommendations of the Independent Care Review and The Promise. Progress will continue to be monitored via reporting to the Integration Joint Board and the Council's Champions' Board.</p>		HSCP	Complete Business as Usual
48.2 Ensure the needs of kinship carers and children in	Continue to improve support to kinship carers	Complete. Final update reported end of Year 4 (2020/21).		HSCP / Education Services	Complete Business as Usual

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
kinship care are responded to.	across the city and invest in developing their capacity and resilience.	We will continue to provide support for Kinship Care incorporating the recommendations of the Independent Care Review and The Promise . Progress will continue to be monitored via reporting to the Integration Joint Board.			
49. Build on our Age Friendly City strategy and action plan.					
49.1 Implement the existing Age Friendly City strategy	Build on the Age Friendly City strategy and associated action plan.	Complete. Final update reported end of Year 3 (2019/20)		CED	Complete
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 Implement the Glasgow Family Support Strategy (2020-23) . (updated 2021 - see Appendix B)	Implement the Glasgow Family Support Strategy (2020-23)	<p>The Glasgow's Family Support (FS) Strategy 2020-23 was officially launched and published online in June 2021.</p> <p>In June 11 Third Sector providers for Early Intervention and Prevention Support, and 4 Providers for Intensive Family Support were issued an 'Intent to Award Notice' and after a period of standstill were awarded 2-year contracts with the option of a further 1-year extension.</p> <p>Between June and Sept Transition planning was put in place which involved reviewing all families to decide which were likely to transition over to new provision and which would remain with existing provision, and communicating these decisions to them. Additional transition funding was made available to existing Third Sector providers to provide support over the transition period.</p>	<p>During 2022 we will:</p> <ul style="list-style-type: none"> embed the contract monitoring and evaluation framework for the Family Support Tender. conduct an evaluation of the first 6 months of operation of the Family Support services (Nov 21 to April 22). Align FS services and funding with wider provision across Health, Education, Glasgow Community Fund and wider Community Planning Partnership. <p>The HSCP will work in collaboration with Third Sector partners to ensure the model for family support is responsive to the needs of families, identifying any potential gaps or challenges and</p>	HSCP	

A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
		<p>5 staff briefings were held in each of the 3 localities to provide information and elicit feedback on the FS strategy and tender. Briefings were attended by a wide range of staff in social work, health visiting, and support and specialist roles. Around 600 staff took part in these sessions.</p> <p>Governance and operational arrangements have been developed in conjunction with the Third Sector providers. Meetings currently take place weekly to ensure early identification and sharing of areas of good practice, and to address challenges which emerge as the HSCP seeks to work collaboratively to develop the model of family support in Glasgow.</p> <p>The HSCP is working with a range of partners, including colleagues in Education, Community Planning, Health Improvement and the wider Third Sector to ensure a high quality, consistent, strengths-based and flexible response to all families. Some examples include investment in mental health and wellbeing, school counselling, Health Visiting and the Community Grant Funding.</p> <p>Glasgow HSCP has led in the development of the Glasgow Promise Action Plan and a recent application was made to the Promise fund to seek funding for a care experienced young person to join the team reviewing Aftercare Services.</p>	opportunities to inform the refresh of the Family Support Strategy in 2023.		
51. Implement our Dementia Strategy.					































A Healthier City					
Commitment	Actions	Progress and Performance April – Nov/Dec 2021	Planned Activity Jan – March 2022	Lead Service	RAG
51.1 Implement the dementia strategy, to inform work and service delivery across the Council	Continue to implement Glasgow City's Dementia Strategy 2016-19 .	Complete. Final update reported end of Year 4 (2020/21).		HSCP	Complete
52. Introduce a new community justice model focussed on the prevention of offending and reducing reoffending.					
52.1 Introduce a new community justice model. Work with partners to improve communication and support for victims of crime. 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.	The new Community Justice Partnership will implement the Glasgow Community Justice Outcomes Improvement Plan 2018-23 with a particular emphasis on early intervention and the application of evidence-based interventions.	Complete. Final update reported end of Year 4 (2020/21). Progress will continue to be monitored through the Community Justice Partnership and annual progress updates published.		HSCP/ CED	Complete
	Ongoing development of engagement strategy.	Complete. Final update reported end of Year 4 (2020/21). Community Justice Glasgow will continue to implement their engagement strategy with ongoing monitoring through the Community Justice Partnership			

Appendix B - Table of Amendments made to Healthier City Theme Commitments for 2021/22

Healthier City Theme		
Commitment agreed in 2017		Amended Commitment
42.1	Continue our work on the People Make Glasgow Fairer Strategy to tackle poverty, addressing emerging issues such as child hunger <u>and</u> period poverty.	Continue our work on the People Make Glasgow Fairer Strategy to tackle poverty, addressing emerging issues such as child hunger. <i>Original commitment now split into the People Make Glasgow Fairer Strategy (42.1) and Period Poverty (42.2 – see below)</i>
42.2	New Commitment for 2021/22	Extend the pilot on period poverty with Simon Community after lockdown to extend the provision in Glasgow Life facilities and other public building in line with the new duty. <i>New Commitment for 2021/22 as Period Poverty work is now being taken forward by Education Services and the Simon Community.</i>
44.2	Incorporate the principles of the See Me campaign into Council-wide service planning and delivery.	Implement the National Suicide Prevention Action Plan “Every Life Matters” . <i>Original commitment updated to reflect more recent developments/policies.</i>
45.1	Work with carers to refresh the job description of the Carers Champion and, support the recruitment of the Carers Champion.	Develop and implement new ways of engaging with unpaid carers to ensure their voices are represented. <i>Original commitment updated to reflect more recent developments/policies.</i>
46.2	<u>Increase</u> the supply of temporary furnished accommodation and phase out the use of B&Bs.	<u>Decrease</u> the use of temporary furnished accommodation and phase out the use of B&Bs to ensure that people move into settled accommodation more quickly. <i>Original commitment updated to reflect more recent developments/policies.</i>
50.1	Build on the Nurturing and Child-Friendly City strategies.	Implement the Glasgow Family Support Strategy (2020-23) . <i>Original commitment updated to reflect more recent developments/policies.</i>

Appendix C – Table of Performance in relation to indicators reported in the Annual Performance Report

In the following table, Performance Status has been classified as Red, Amber or Green (RAG). The key in **Section 3.3** describes these categories. The **Status** is provided for mid-year (Quarter 2) performance 2021/22, the previous 2 years and the baseline year 2015/16. The **Direction of Travel** details whether the current figure (mid-year 2021/22) is better or worse in comparison with **i**) the Baseline year (2015/16), **ii**) year end 2019/20, and **iii**) the previous year 2020/21.













INDICATOR (Health & Wellbeing Outcome)	2021/22 TARGET	2015/16 BASELINE	2019/20 YEAR END	2020/21 YEAR END	Quarter 2 (mid-year) 2021/22	Direction of Travel since 2015/16	Direction of Travel since 2019/20	Direction of Travel since 2020/21
Percentage of HPIs (Health Plan Indicators) allocated by Health Visitors by 24 weeks. (Outcome 4)	95%	NE 95% 	NE 98% 	NE 96% 	NE 98% (Sep 21) 	NE ▲	NE ▶	NE ▲
		NW 93% 	NW 95% 	NW 96% 	NW 97% (Sep 21) 	NW ▲	NW ▲	NW ▲
		South 96% 	South 96% 	South 99% 	South 97% (Sep 21) 	South ▲	South ▲	South ▼
Access to specialist Child and Adolescent Mental Health Services (CAMHS): % seen within 18 weeks (Outcome 9)	100%	100% 	51.9% 	60.8% 	53.0% 	▼	▲	▼
Mumps, Measles and Rubella (MMR) Vaccinations: (% uptake at 24 months) (Outcome 1)	95%	94.6% 	93.2% 	94.2% 	94.28% 	▼	▲	▲
Mumps, Measles and Rubella (MMR) Vaccinations: (% Uptake at 5 years) (Outcome 1)	95%	95.9% 	96.35% 	96.25% 	95.85% 	▼	▼	▼
Psychological Therapies: % of people who started treatment within 18 weeks of referral. (Outcome 9)	90%	N/A	NE 70.7% 	NE 56.6% 	NE 76.5% 	N/A	NE ▲	NE ▲
			NW 88.7% 	NW 93.6% 	NW 92.5% 		NW ▲	NW ▼

INDICATOR (Health & Wellbeing Outcome)	2021/22 TARGET	2015/16 BASELINE	2019/20 YEAR END	2020/21 YEAR END	Quarter 2 (mid-year) 2021/22	Direction of Travel since 2015/16	Direction of Travel since 2019/20	Direction of Travel since 2020/21
			 S 79.5% 	 S 91.4% 	 S 94.8% 		S ▲	S ▲
% of service users commencing alcohol or drug treatment within 3 weeks of referral (Outcome 7)	90%	97% 	98% 	99% 	2021/22 Figs. not available yet from Public Health Scotland (PHS)	TBC	TBC	TBC
Alcohol Brief Intervention Delivery (Outcome 4)	5,066 per annum	5,643 	4,394 	4,269 	4,199 (mid-year) 	▲	▲	▲
Smoking Quit Rates at 3 months from the 40% most deprived areas (Outcome 5)	21/22 Year End Target 1,217	1,229 	1,389 	1,280 	377 (Q1 only) 	▲	▲	▲
Women smoking in pregnancy (general population) (Outcome 1)	<12%	n/a	9.8% 	8.2% 	10.6% 	N/A	▼	▼
Women smoking in pregnancy (most deprived quintile) (Outcome 5)	<17% from 19/20	n/a	14.6% 	12.4% 	15.3% 	N/A	▼	▼
Exclusive Breastfeeding at 6-8 weeks (general population) (Outcome 1)	33% by end 21/22	n/a	28.2% 	30.7% 	29.8% (Q1) 	N/A	▲	▼
Exclusive Breastfeeding at 6-8 weeks (15% most deprived data zones). (Outcome 5)	<u>Year end 20/21</u> 23.4% <u>Year end 21/22</u> 24.4%	n/a	18.9% 	22.3% 	21.4% (Q1) 	N/A	▲	▼

INDICATOR (Health & Wellbeing Outcome)	2021/22 TARGET	2015/16 BASELINE	2019/20 YEAR END	2020/21 YEAR END	Quarter 2 (mid-year) 2021/22	Direction of Travel since 2015/16	Direction of Travel since 2019/20	Direction of Travel since 2020/21
Number of Anticipatory Care Plan (ACP) Conversations and Summaries completed and shared with the patient's GP (Outcome 2)	Conversations 800 per annum	N/A	530	264	137 (mid-year)	N/A	▼	▲
	Summaries 200 per annum	N/A	130	69	36 (mid-year)	N/A	▼	▲
Intermediate Care: % users transferred home. (Outcome 2)	>30%	25%	19%	25%	13%	▼	▼	▼
Number of out of authority placements (Outcome 4)	2021/22 Q2 32 Q4 30	126	46	34	31	▲	▲	▲
% of young people currently receiving an aftercare service who are known to be in employment, education or training (Outcome 4)	75%	67%	68%	80%	79%	▲	▲	▼
Total number of Older People Mental Health patients delayed (Excluding AWI) (Outcome 9)	0	11	15	9	10 (Sept 21)	▲	▲	▼
New Accident and Emergency attendances (18+). MSG 3 (Outcome 9)	153,791	153,791	159,916	113,631	85,912 (Apr-Oct 21)	▲	▲	▼

INDICATOR (Health & Wellbeing Outcome)	2021/22 TARGET	2015/16 BASELINE	2019/20 YEAR END	2020/21 YEAR END	Quarter 2 (mid-year) 2021/22	Direction of Travel since 2015/16	Direction of Travel since 2019/20	Direction of Travel since 2020/21
Number of Emergency Admissions (18+) MSG 1 (Outcome 9)	66,624	70,133	63,324 	54,947 	35,802* (Apr-Oct 21) 	▲	▲	▼
Number of Unscheduled Hospital Bed Days - Acute (18+) MSG 2 (Outcome 9)	453,866	493,371	497,641 	448,654 	271,877* (Apr-Oct 21) 	▲	▲	▼
Number of Unscheduled Hospital Bed Days – Mental Health (18+) MSG 2 (Outcome 9)	181,371	190,791	189,139 	170,093 	73,414* (Apr-Sep 21) 	▲	▲	▲
Total number of Acute Delays (Outcome 9)	0	N/A	77 	103 	120 (Sept 21) 	N/A	▼	▼
Total number of Bed Days Lost to Delays (All delays and all reasons 18+). MSG 4 (Outcome 9)	39,919	41,582	45,318 	49,902 	36,900 (Apr-Oct 21) 	▼	▼	▼
Total number of Acute Bed Days lost to delayed discharge for Adults with Incapacity (AWI) (65+). (Outcome 9)	1,910	10,715	6,571 	11,163 	8,762 (Apr-Sept 21) 	▼	▼	▼
Total number of Adult Mental Health delays (Outcome 9)	0	17 	19 	25 	22 (Sept 21) 	▼	▼	▲
Number of people in supported living services. (Outcome 2)	Target currently under review	231	789	813 	845 	▲	▲	▲

INDICATOR (Health & Wellbeing Outcome)	2021/22 TARGET	2015/16 BASELINE	2019/20 YEAR END	2020/21 YEAR END	Quarter 2 (mid-year) 2021/22	Direction of Travel since 2015/16	Direction of Travel since 2019/20	Direction of Travel since 2020/21
Percentage of service users who receive a reablement service following referral for a home care service. (Outcome 2)	Hospital discharges 70%	83% 	68.9% 	70.9% 	76.0% 	▼	▲	▲
	Community referrals 70%	79% 	75.5% 	81.5% 	75.3% 	▼	▼	▼
Number of New Carers identified during the year that have gone on to receive Carers Support Plan or Young Carer Statement (Outcome 6)	1,900 per annum	N/A	1,932 	1,928 	1,176 (mid-year) 	N/A	▲	▲
Telecare: Standard (Outcome 2)	19/20-20/21 2,750 21/22 2,000	N/A	2,723 	2,326 	1,317 (mid-year) 	N/A	▼	▲
Telecare: Enhanced (Outcome 2)	19/20 to 20/21 1,500 21/22 500	N/A	1,565 	444 	309 (mid-year) 	N/A	▼	▲
Number of households reassessed as homeless/potentially homeless within 12 months. (Outcome 4)	<480 per annum	395 	437 	420 	281 (mid-year) 	▼	▼	▼
Percentage of Community Payback Order (CPO) unpaid work placements commenced within 7 days of sentence (Outcome 9)	80%	64% 	76% 	76% 	86% 	▲	▲	▲

INDICATOR (Health & Wellbeing Outcome)	2021/22 TARGET	2015/16 BASELINE	2019/20 YEAR END	2020/21 YEAR END	Quarter 2 (mid-year) 2021/22	Direction of Travel since 2015/16	Direction of Travel since 2019/20	Direction of Travel since 2020/21
Percentage of Community Payback Orders (CPO) with a Case Management Plan within 20 days (Outcome 9)	85%	94% 	85% 	85% 	85% 	▼	▶	▶
NHS Sickness Absence rate (%) (Outcome 1)	<4%	6.3% 	6.37% 	5.10% 	7.64% 	▼	▼	▼
Social Work Sickness Absence Rate (Average Days Lost) (Outcome 1)	ADL per employee per annum <10.2 ADL	9.9 ADL 	15.7 ADL 	15.9 ADL 	9.0 ADL (Periods 1-7) 	▼	▼	▼

*An asterisk denotes a provisional figure from Public Health Scotland (PHS).

Appendix D

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