



## Welcome

Welcome to this special edition of the Partnership's newsletter. This issue focuses exclusively on all the work and activity going on in our Homelessness Services.

You can read about how the Homelessness Services Team, part of Glasgow City Health and Social Care Partnership, has developed some new ways of working with partner agencies in the third sector to focus on better outcomes for the most vulnerable citizens with complex needs who find themselves homeless.

We also feature how plans are progressing for a new Homelessness Alliance for Glasgow. This will set in place a new way of working that brings together strategic partners to engage in the full cycle of commissioning and procurement for homelessness services.

New short stay supported accommodation at Portman Street, Kinning Park

## In this Issue:

Chief Officer's Message

New Accomodation

Transforming the City

Easement Card




@GCHSCP

# Contents:

## Chief Officer's Message

-  Welcome to the Special Homelessness June Edition


## Housing Options

-  Where to get help and advice

## New Short Stay Supported Accommodation

-  New buildings at Portman St and Rodney St


## Elder St Residential Support for Homeless Women

-  Comments from Service Users


## Homelessness Service - Promoting the Positive

-  Read Service Users' stories


## Angela's Visit

-  Spending a day with the Simon Community


## Transforming the City

-  Working together gives better support


## Recognising Good Practice

-  Visit to Newcastle


## Allies in the Fight Against Homelessness

-  Working Together

## Promoting Positive Behaviours

-  Training for staff


## Cards Help Jobseekers

-  New homelessness easement card

## Chara centre

-  Elaine C Smith visits the Centre

## Contacts

-  How to get in touch with Glasgow City Health and Social Care Partnership

## Chief Officer's Message



David Williams,  
Chief Officer

Many readers will be aware from recent media focus on rough sleeping in the city that it has highlighted the difficulties that people living on the streets experience. There is no doubt that these are difficult stories to see and read. But reading about this issue in national newspapers only provides a partial perspective on the range of issues involved.

Every day Glasgow City Health and Social Care Partnership staff are working with individuals and partner organisations from across the public, voluntary and private sectors to make a positive impact on the lives of homeless people in the city. In the most complex of cases it is challenging work and it can take

time to realise positive results and outcomes for the individuals concerned. Nevertheless we are determined, to work with all partner agencies and those with lived experience to improve outcomes for those affected.

The reasons for people being homeless are many and varied. Colleagues who work with many people affected by homelessness are often presented with a complex set of social and personal issues beyond a straightforward circumstance of homelessness. This doesn't make the issue of homelessness for these individuals any less important but it does increase the input and assistance that they require and above all the need for person-centred approaches and solutions in order to reduce the level of rough sleeping that we have in the city.

I wanted this newsletter to provide some examples of current and future Glasgow City Health and Social Care Partnership activity in order to provide a wider perspective of what is happening on the ground to support the city's most vulnerable citizens.

### Housing Options

Assistance finding accommodation while preventing homelessness is easier with the information on the [Housing Options](#) website.

Developed to put the individual at the centre of the process, Housing Options provides information and advice on a number of circumstances that people may find themselves in. At the centre of this is the intention that, where possible, tenancies are maintained and not allowed to deteriorate to a point where continuation in the property remains unsustainable.

[Independently evaluated](#), the service collects and makes available important information that will allow people to get in touch with services and organisations who can help them with housing. It also makes the working between Health, Housing, Social Work and the voluntary sector as effective as possible in order that any assistance received is properly coordinated.

The Housing Options website can be accessed at [www.glasgow.gov.uk/housingoptions](http://www.glasgow.gov.uk/housingoptions)

## New Short Stay Supported Accommodation at Portman and Rodney Street

October 2016 saw the opening of two new accommodation services commissioned and purchased by the Glasgow City Health and Social Care Partnership.

The two services, Rodney Street in Maryhill and Portman Street in Kinning Park, provide emergency access to short stay supported accommodation for single homeless men who require temporary accommodation. The Salvation Army and Gowrie Care are the two organisations that respectively run these facilities on behalf of the Partnership.

A total of £12 million has been invested in developing these brand new, purpose built services. Both provide 30 self-contained bedsit flats with support staff on site 24 hours per day, 365 days per year.

Designed to a service model which supports service users to work towards independent living in their own permanent tenancy, buildings have been finished to an exceptionally high standard. Personal self-catering and laundry facilities are available in each flat and low level support can be accessed as and when residents required it.

Each building is able to make use of private garden space which, weather permitting, will be put to good use during the summer. Central to any social events which take place will be the involvement of service users who will be encouraged to get involved in the decision making and planning processes for these events.

During a recent visit to Portman Street, Chief Officer David Williams met with one service user who told him how much he appreciated the new service. The resident also went on to tell David that the high standard of accommodation and support had helped him feel valued and that this improved his mental health and personal motivation.



New accommodation at Rodney Street

Service users feedback that has been received indicates that those using these accommodation units have found it an extremely positive experience with a former resident in Rodney Street stating “A big thank you to all the staff. Great team work with plenty of patience. I will miss you all but I have to move on and stand on my own.”

# Elder Street Residential Support to Homeless Women

Elder Street Project, which provides residential support to homeless women, is currently working in partnership with a number of agencies to ensure the people who live there are given the best possible support and assistance.

Statutory organisations including Health, Social Work, Housing, Police Scotland, Community Safety and the Scottish Drugs Forum are working with local third sector agencies to build confidence and contribute to resilient communities within Glasgow.

This closer working also continues a desire to keep improving the service. A service which has already received a really positive Care Inspectorate inspection in June 2016.

Staff, along with three service users, recently participated in a Development Day facilitated by the Scottish Drug Forum. Discussions took place on how staff and service users see the service at Elder Street performing and what more could be achieved.

A recent survey completed by service users also sought their feedback on their experiences in Elder Street, the physical environment of the accommodation and the support they received while there. A summary of comments included:

- Residents feeling safe and are welcomed immediately
- Assessments are inclusive and build on peoples strengths
- Planning of support is completed in partnership with the service users
- A variety of assistance from health services are available
- Many women feel they can lead more stable lives and are able to reduce their drug/ alcohol use whilst in the service
- Staff are working well to signpost service users to other services which help meet their longer term support needs
- Service users feel they are involved in making positive changes to their lives

These comments are incredibly valuable and will help the service move forward. A development plan will be established to help identify the aims, activity and outcomes needed to evidence future improvements.

An Open Day for the service – in which service users are keen to be involved - is being planned. This will be a fun way to meet partner agencies and continue to develop a person centred approach to support planning which makes best use of networks which can support vulnerable people.

# Homelessness Service - Promoting the Positive

The following stories provide an idea of the difficulties experienced by some of the people who our Homelessness Services work with. Due to the personal nature of each story we have anonymised them to protect the identity of those profiled. However each person detailed has a story to tell about how they became homeless and what is being done to support them.

## **Pamela's Story – resident of Elder Street**

Prior to the service user coming into Women's Services (Residential) Pamela's lifestyle was chaotic. There had been several homeless presentations, addiction issues which resulted in criminal activity and ultimately custodial sentences. Her children were removed and placed in the care of Social Work Services.

After a settling in period and with the help, support and guidance from the service; Pamela began to gain a level of control in her life.

It was identified that a person centred approach was the most appropriate way to work with Pamela in order to provide her with the support she required. This put Pamela at the centre of all decisions made about her and meant full engagement in making positive decisions in her life. A strength based support plan was devised and implemented. Health and Wellbeing issues were addressed first and then regular engagement with addiction services followed. Partnership working enabled Pamela to address rent arrears she had built up and contribute to an affordable payment plan with Glasgow Housing Association.

The biggest achievement for Pamela was when she re-established contact with her youngest child. This was achieved through close liaison with a Children & Families Social Worker and a progression through the appropriate processes for making sure everything was handled in a sensitive and correct way.

The changes in Pamela's life were very notable. Pamela's addiction worker - who had worked with her for a long time – was able to reflect that she had never seen Pamela looking so well or sounding so positive about the future. This was someone who was using the opportunities to take more responsibility for their life.

When asked, Pamela has been delighted with the support she received within the residential homeless service. "I couldn't have got through this without you" she has told colleagues "I am so grateful for all your help and support. Thank you"

Pamela is currently in supported accommodation with a view to securing her own tenancy.

Continued on next page

## **Alistair's story – resident of Clyde Place**

Alistair is a young man who presented as homeless after his long term girlfriend died of an overdose in the flat they shared. This impacted greatly on Alistair and his ability to continue managing the tenancy while also struggling with his own addiction issues. Finding it increasingly difficult to cope, he eventually gave the tenancy up.

After he became homeless Alistair moved around the city living in a variety of private projects for about a year and a half. During this time, his anxiety and drug misuse escalated.

Following increased concern on the part of his addiction worker, Alistair was encouraged to contact the community homeless team to request help. Input from this team led to a recognition that Alistair's support needs were not being met and he was accommodated at Clyde Place in order that a full assessment take place.

Working with his Housing Support Officer and Addiction Worker Alistair's support needs began to be addressed. His accommodation in Clyde Place also gave him the opportunity to link with other appropriate support services to help take control of his life. Alistair was able to use the time and space in a supportive environment to address his own addiction and anxiety issues. Embracing this opportunity, his confidence gradually grew.

Encouragement to develop a daily structure resulted in regular attendance at Art and Craft classes run by staff in Clyde Place. Alistair found this very therapeutic and it gave him the confidence to attempt new things, such as participating in "days away" supported by Clyde Place staff. He also began attending other voluntary projects where he has now been asked to attend a four day Christian retreat. All involved in his care believe he would benefit greatly from this opportunity. To facilitate this Clyde Place staff, his addiction worker and voluntary sector staff liaised to ensure all his support needs would be met whilst attending the retreat. This included ensuring that his medications would be stored and dispensed safely.

Throughout his stay in Clyde Place regular Support Plans were completed. During these meetings Alistair would reflect on "how far I have come in the last 6 months" and "I am very grateful for the opportunity to get my life back". He would also comment "I appreciate being allowed the time to clear my head and think about living my life without drugs".

Alistair is fully engaged with the assessment process in Clyde Place and everything is now in place for him to move on. Independence will be a challenge, but the support he has received has given him the right preparation to succeed.

## Angela spends a day with the Simon Community

Angela Dowdalls, one of the Commissioning Team members in the Partnership, spent some time recently with The Simon Community Rough Sleepers and Vulnerable People (RSVP) Street Team.

The Rough Sleepers and Vulnerable People service aims to reduce the numbers of people rough sleeping by finding and engaging with the most difficult to reach and most excluded people experiencing homelessness.

The team's primary function is to actively look for people who appear to be homeless and ask them if they are looking for support and, if they are, connect them to any appropriate service. The service receives information from the public and professionals regarding people who may be sleeping rough or begging in the city. The service actively seeks out and engages with people.

Staff regularly undertake a mapping exercise where they seek out previous, potential and notified 'skipper' sites to see if people are actively using these with a view to engaging them.

The team has presence on the streets from 8am until 11pm. Outside of these hours a telephone service is available, with a Freephone number, so that people can call for advice, support and signposting to relevant services.

Angela said "I spent a full day with the team out on the street to gain a better understanding of the needs of rough sleepers and vulnerable adults who frequent the city centre. This involved me shadowing a member of the RSVP team across all areas of the city centre and surrounding areas. I was able to engage with people to understand their current situation and also give information on what supports are available."



Angela Dowdalls in front of one of the City Centre Murals near the Simon Community.



# Transforming the City

## Working together - better support for vulnerable homeless people

The Homelessness Services Team, part of Glasgow City Health and Social Care Partnership, has developed some new ways of working with partner agencies in the third sector to focus on better outcomes for the most vulnerable citizens with complex needs who find themselves homeless.

Eric Steel, Head of Homelessness, explains; “Our statistics show that homeless presentations in Glasgow are at their lowest rate in years. While we still have some, thankfully the number of people who are roofless and sleep rough in the city on any one night is very small. We work very closely with the third sector to deliver support to those affected by homelessness. On any one night we have up to 2,000 people in homeless accommodation and recently invested £12m in two 30 bedded emergency accommodation units.”

“People with multiple complex needs are very vulnerable. They can fall through the service gaps to become part of the hidden homeless population. They face significant barriers in achieving a better quality of life, like long-term drug addiction or mental health issues. They don’t always present directly to our services so we can’t connect them with the support they need. The challenge isn’t just to find houses. It’s about how we give people better life outcomes. A significant amount of resources and budget are used by us and our partner agencies to deal with this group of people, yet traditional service provision wasn’t working for them.

“A partnership response involving staff working in different ways was required to provide emergency provision and a package focused on individual needs. The City Ambition Network and support based in the Winter Night Shelter was part of our response.”

## The City Ambition Network – A City Partnership

The City Ambition Network (CAN), a partnership between the Glasgow City Health and Social Care Partnership, City Mission, Marie Trust, The Simon Community and Robertson Trust was set up to provide a safety net for excluded individuals with complex needs to offer short-term emergency interventions while linking individuals to appropriate services.

The partnership changed the service delivery experience for service users and staff involved. An operational group of service managers, front-line staff and link staff from partners was set up to identify the core group of people with complex needs who required a different way of working to bring the relevant services to them.

The group shared information and identified that 12 people could be allocated a named key worker to reconnect them with services. Key workers possessed the relevant information about the person from all partner agencies. Critical in providing a link between agencies was the Glasgow and Partners Emergency Social Work Services which has been able to share information and available emergency housing options.

Feedback from service users has been positive, Eric Steel, Head of Homelessness, said; “People told us that they were able to trust key workers because more time was spent with them and in a way that suited them, for example, building a relationship during prison visits or spending a whole day with someone to better understand their needs. The people who

engaged with this initiative were previously reluctant to accept support or had very low expectations. Making the commitment to stick with someone no matter where they are, asking their views on what works for them and being flexible and responsive all helped to improve trust.”

Keyworkers have reported that a quicker allocation of care managers by the Partnership’s out of hours Homelessness Service, to assess and refer people, has been critical to help these vulnerable people.

It was the sharing of this information and people resources across agencies that made the difference and relationships have been maintained with these 12 vulnerable people who wouldn’t have reconnected with support in the traditional office based, single agency approach.

## Winter Night Shelter – Staff Working Together

The City Ambition Network approach to partnership working was extended through work with the Winter Night Shelter run by the Glasgow City Mission.

The Partnership has deployed homelessness emergency services officers in the Winter Night Shelter alongside volunteers to better engage people, often with complex needs, who use the shelter to make sure that they are aware of the statutory support available to them.



The initial feedback from the organisers has been positive, Grant Campbell Chief Executive, Glasgow City Mission said: “The Health and Social Care Partnership staff are helping us to work with clients in a different way. Having the staff based in the shelter means that we’re sharing information quickly and building up trust between agencies to help provide people with the solutions they need. The partnership approach has contributed to us seeing fewer people having to use the shelter this winter.”

Michael Henderson, Emergency Services Officer, volunteered to step out of his office based job to work in the Winter Night Shelter, he tells us about this new way of working with homeless clients:

“I’ve worked in social care for nearly 27 years and most recently with the out of hours homeless team. I start work in the shelter about 10 o’clock to meet people coming in to find a bed for the night. Sometimes we’re dealing with people we already know but because we’re in a different environment we’re able to better understand what they need – there’s more trust because we’re not behind the screen in the office. Being based here has changed the way we communicate with people, it’s more on their terms.

“We’re able to share information with other agencies quicker to connect people with services and even find them accommodation on that night or get them connected with a case worker the following morning. I’ve enjoyed the experience of working with the volunteers and talking to people in a different way to find out more about them and connect them with services.”

## Multi-agency Partnership for Glasgow City

Both pilot initiatives are informing the development of a city centre multi-agency hub approach which will offer a range of interventions and support for the homeless people in the city centre. This new model is being developed in partnership with the voluntary independent sector and will complement the other strategic developments in relation to adults who have multiple and complex needs.

---

## Recognising and Sharing Good Practice - visit to Newcastle

Learning from the examples of other Local Authorities and agencies about how they approach homelessness in their area is central to the Partnership's development of responses in Glasgow.

During January, Eric Steel, Head of Homelessness and Susanne Millar, Chief Officer, Planning & Strategy from the Partnership, spent time in Newcastle to find out more about how this part of North East of England works to improve the circumstances of its homeless population.



Susanne Millar and Eric Steel visit Newcastle.

The main focus of the trip was to see the work taking place in Cherry Tree View, a direct service placement service which is based in the west end of the city.

Cherry Tree View provides emergency accommodation for people who are homeless in the city with access to facility via the local Housing Advice Centre.

Flexibility is central to the service model with some people only using the accommodation for a couple of days while others require to stay for a few months.

During their accommodation, staff aspire to provide the best possible service for those who require it. However when Cherry Tree View staff cannot meet the needs of the individual they work with them to find more appropriate services that can assist.

Recognising the importance of learning from other local authorities on this matter, Susanne Millar, Chief Officer Planning, Strategy and Commissioning noted “We have been able to see at first hand a service which is making an impact on the issues of homelessness in this part of Newcastle. The challenge for us is to take their ideas and work and try to replicate it in a way that will work in Glasgow.”

# Allies in the Fight against Homelessness

“...there is only one thing worse than fighting with allies, and that is fighting without them”

In some ways this famous Churchill quote has been epitomised by the homelessness sector in Glasgow over the recent past. The Glasgow City Health & Social Care Partnership is taking unprecedented strides to connect with homelessness third sector, and people using their services, as equals partners in addressing homelessness in Glasgow.

In doing so we recognise that each partner contributes different parts of the solution and bringing these pieces together is creating real progress and momentum. There is a confidence that ‘coproduction’ is beginning to work really well.

Plans are progressing for a new **Homelessness Alliance for Glasgow** that will set in place a new way of working that brings together strategic partners to engage in the full cycle of commissioning and procurement for homelessness services.

In September 2017, the Partnership will publish an invitation to tender which will select the strategic partners to tackle homelessness and manage contract values of up to £20m pa in a new 7-year procurement cycle. Alliance partners will ensure a continued commitment to a needs-led rather than resource-led approach. This will be achieved within an alliance based on an alignment around outcomes and a commitment to the following principles;

- A housing-led approach that assures people’s rights to housing and also assumes their ability to sustain mainstream accommodation within a community, with the right support;
- Flexible and resilient at-home support for people rehoused after homelessness;
- A smaller network of specialist and supported accommodation for any periods in people’s lives where mainstream accommodation cannot be sustained;
- Collaborative outreach based on the learning from the City Ambition Network pilot, with a new designated multi-agency hub to respond to rough sleeping and street homelessness.

A cross-sector Core Team has been established and met on 21st April to begin creating the framework within which the Alliance will operate – while a series of coproduction sessions have been scheduled for the coming months to ensure as wide as possible involvement with people using services commissioners and service providers.

Contact:  
Pat Coltart, Commissioning Manager,  
Social Work Services,  
Glasgow City Council  
[Pat.Coltart@glasgow.gov.uk](mailto:Pat.Coltart@glasgow.gov.uk)

Margaret-Ann Brünjes, Director,  
Glasgow Homelessness Network  
[Mbrunjes@ghn.org.uk](mailto:Mbrunjes@ghn.org.uk)



Partners in the Alliance include: Emma Soanes, Unity Enterprise, Eric Steel and Ann Forsyth, Glasgow City HSCP, Grant Campbell, City Mission, Dee Fraser, Coalition of Care & Support Providers Scotland

## Promoting Positive Behaviour

Promoting Positive Behaviour (PPB) training is delivered to staff across residential, day care and now Homelessness services in Glasgow. The training aims to develop staff skills in a range of relevant areas including:

- identifying the causes of behaviour that challenges
- selecting and using non-physical interventions as a response to behaviour that challenges
- knowing how to promote positive behaviour through using a post-crisis recovery process

The plan to deliver Promoting Positive Behaviour training across Homelessness was accelerated as a result of a significant incident within the Service. Very positive feedback from the other Services, along with the opportunity to deliver Promoting Positive Behaviour with a Homelessness perspective, convinced the Leadership team that this training was necessary and worthwhile.

The training provides workers with a range of skills, knowledge and insight into why people sometimes behave in the way that they do. The training separates the behaviour from the person and so helps the worker to realise that there are generally underlying reasons or symptoms that lead to behaviours that can be experienced as challenging to the worker. The aspiration behind providing Promoting Positive Behaviour in Homelessness Services was to better equip staff to understand and respond to behaviours that challenge.

Feedback from managers and staff in Homelessness has given examples of secondary benefits from Promoting Positive Behaviour. There is a new confidence across the staff group that reportedly comes from the skills developed through Promoting Positive Behaviour training.

In the reporting of violent incidents, staff now routinely refer to using techniques learned and honed through Promoting Positive Behaviour training. Importantly, staff are also more aware when the best and safest approach is to offer an individual some time or space before entering into any discussion. Workers have developed a greater sense of self-awareness and how they interact and behave with people can inflame a situation as well as the techniques that diffuse.

Whilst there are occasions where staff will continue to require support from other services, such as the police, this type of intervention is now seen as a last resort and this is evident through staff reporting and record keeping.

Finally, there is robust evidence of a healthy ability amongst workers to professionally challenge their colleagues, communication skills have been enhanced and relationship building skills have been developed and strengthened. Staff have a greater understanding of what lies behind the way individuals present themselves; there are changes in attitude, culture, skill level, self-assurance.

David Williams, Chief Officer, sat in on one of the annual refresher sessions for this course at Brook Street in early April as part of his front line visits, and commented 'PPB is a really important tool to help staff working in environments where challenging behaviour can occasionally be an issue that needs to be managed safely, it was good to see the learning being actively taken on and participants from all kinds of settings really enjoying the course'

## Card helps jobseekers to identify themselves as Homeless

The Poverty Leadership Panel (PLP) recently launched a pocket sized information card to help homeless jobseekers. The card has been launched to overcome the challenge of welfare benefit claimants mistakenly failing to tell work coaches during meetings that they are homeless. This will stop them from falling into the Universal Credit process in error that can then lead to sanctions and take a period of time to rectify.

The homelessness easement card, as it has become known, is aimed at unemployed homeless individuals who could be missing out on welfare payments or being inappropriately categorised for benefits or Job Seekers Allowance (JSA) because they have wrongly or mistakenly stated their housing situation.

The purpose of the card is to explain that being homeless can mean many things, not just rough sleeping, and it is important that Job centre staff need to be made aware of people who are in this situation.

The simple pocket sized card was designed with the help of Council, Department for Work and Pensions staff and homeless clients themselves, some of whom did not categorise themselves as homeless because they were living in a homeless unit, bed and breakfast or sofa surfing.

Importantly they may also be missing out on the possibility of having an easement applied to their claim – a discretionary power Job Centre staff can use to change what is expected of new JSA claimants who are homeless and sleeping rough or in certain kinds of supported accommodation.

Staff and work coaches have been trained to recognise the cards and provide support and apply homeless easement which puts the focus on finding accommodation before accessing other support.

The cards also carry a message on Glasgow's libraries with free access to books, computer classes and electoral registration as homeless individuals living in temporary accommodation can still register to vote.

The PLP was established in May 2013 following a series of meetings to discuss poverty with some of the key representatives of Glasgow, which included citizens with lived experience of poverty, the Third Sector Forum, Glasgow City Council and housing associations among others.

The Panel has also launched an online resource to support those in low paid jobs and low income families who, despite being in employment, still suffer financial hardship. [In Work Support \(IWS\)](#) provides a range of information, in one single place, to help those on low incomes and with families to support to find out about further financial assistance and benefits available to them.

Both resources have been developed by members of the PLP, including Community Activist Panel members, Glasgow City Council and Department for Work and Pensions. Money Advice Service and further education colleges, Glasgow City Mission and their service users were also instrumental in helping to support the design and distribution of the homelessness cards.

## Chara centre - A pure, dead brilliant visit

The Chara Centre providing accommodation and support for homeless women in Glasgow bustles with excitement at the best of times. But in January, when it welcomed well-recognised Scottish actress and woman's right supporter Elaine C Smith (pictured right) the level of anticipation was higher than ever.



Elaine visited the centre on behalf of Comic Relief to find out more about the programme run there by the Citizens Theatre. Elaine, famous for her Mary-Doll character in Rab C. Nesbitt, took the opportunity to speak to people using and working at the Chara Centre while seeing for herself the range of activities taking place.

In particular, Elaine was told how theatre is used as a facility for giving service users a voice to tell the stories behind why they are homeless. This can be incredibly powerful when using the favoured type of expression, be it something like singing, writing or poetry.

Before leaving Elaine took the opportunity to pose with as many of the women as she could in selfies while saying goodbye to all her newly made "chinas".

---

### Contacts...

If you require this newsletter in an alternative format or wish to be added to our distribution list then please email [SW\\_CommunicationsUnit@glasgow.gov.uk](mailto:SW_CommunicationsUnit@glasgow.gov.uk)

**Find out what is happening across the Partnership and Localities on a daily basis by following us on Twitter [@GCHSCP](https://twitter.com/GCHSCP).**

**For more information on Integration...**

- ▶ **Our People:** [Glasgow Website](#) / [Health Website](#)
- ▶ **Our Papers:** You can read our Integration Joint Board papers on [Glasgow Website](#) or [Health Website](#)
- ▶ **Our Places:** Glasgow City Health and Social Care Partnership (GCHSCP) headquarters at Commonwealth House, 32 Albion Street, Glasgow, G1 1LH