



Item No: 10

Meeting Date: Wednesday 20th June 2018

Glasgow City Integration Joint Board

Report By: Susanne Millar, Chief Officer, Strategy and Operations /
Chief Social Work Officer

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DEVELOPMENT OF CITY CENTRE HUB AND REDESIGN OF OUT OF HOURS SERVICES

Purpose of Report:	To update the Integration Joint Board on the development of the city centre multi agency hub proposal.
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Background/Engagement:	Glasgow City HSCP is committed to improved service responsiveness for vulnerable adults with multiple and complex needs. Following the Homelessness Strategic Review, priority was given to improving service responses for homelessness households and vulnerable individuals. It is recognised that services are being redesigned with a strong focus on responding to need and improving outcomes for this vulnerable group through multi-agency partnerships and co-production.
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Recommendations:	The Integration Joint Board is asked to: a) approve the direction of travel for the developing Hub service as outlined in this report; b) note that whilst external funding is in place to deliver capital spend and initial running costs for the first 12 months, any sustainability and viability funding for the HSCP can only be considered after we test the concept, gather relevant evidence and evaluate the impact on outcomes and cost effectiveness; c) commit to supporting this new initiative and to ongoing dialogue with partners to establish the extent of the
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	<p>resource allocation commitment, which will be subject to periodic review following implementation;</p> <p>d) direct the Council to progress the proposals outlined in this report; and</p> <p>e) instruct the Chief Officer to provide an update to the Performance Scrutiny Committee by the end of 2018.</p>
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Relevance to Integration Joint Board Strategic Plan:

The proposal outlined in this report addresses the priorities around public protection and support to people with multiple and complex needs, as outlined in the strategic plan.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	This initiative relates to all outcomes other than no 6 (unpaid care).
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Personnel:	No implications.
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Carers:	No implications.
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Provider Organisations:	Discussions underway with existing 3 rd Sector partners. Discussions and plans also in place to discuss recommendations.
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Equalities:	No implications.
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Financial:	External funding is in place to deliver capital spend and initial running costs for the first 12 months. Cost share for running costs beyond this will be assessed as part of the test of concept. HSCP share of rental costs from 19/20 will be met from within existing budgets.
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Legal:	No implications.
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Economic Impact:	No implications.
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Sustainability:	To be determined following clarity on financial costs.
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Sustainable Procurement and Article 19:	No implications
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Risk Implications:	Risk register being developed as part of project plan.
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Implications for Glasgow City Council:	Possible impact on Glasgow City Council offering multi-agency response to address multiple and complex needs.
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Implications for NHS Greater Glasgow & Clyde:	Development of in-reach treatment interventions.
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Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	
	2. Glasgow City Council	✓
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	

1. Background

- 1.1 Glasgow City HSCP is committed to improved service responsiveness for vulnerable adults with multiple & complex needs. Following the Homelessness Strategic Review, priority was given to improving service responses for homeless households and vulnerable individuals. It is recognised that services are being redesigned with a strong focus on responding to need and improving outcomes for this vulnerable group through multi-agency partnerships and co-production.
- 1.2 The Integration Joint Board previously approved proposals in May and October 2016 which seek to radically reform the approach to addressing Homelessness coordinated through the Homelessness Strategic Planning Group. This included progressing the decommissioning of the Hamish Allan Centre, joint planning and co-production with lived experience and the Third Sector to promote a collaborative response to engaging with those with multiple and complex needs.

2. Current Position

- 2.1 Homelessness services continue to be redesigned through a co-produced approach with Third Sector partners, external stakeholders and service users through lived experience. The Glasgow City HSCP is also working closely with the Scottish Housing Regulator to identify key improvements and consolidate existing positive practice through an improvement action plan following the recent SHR Inspection Report recommendations.
- 2.2 The award winning City Ambition Network (CAN) has been operating for 18 months delivering a new collaborative interventionist approach for adults with multiple and complex needs. This relatively small scale approach is a Glasgow City HSCP/Third Sector partnership which is improving outcomes working within existing resources supporting people to access and sustain appropriate accommodation similar to the Housing First principle. The approach highlights the value of promoting a partnership approach that delivers a collaborative response to those deemed most vulnerable. This fundamentally challenges how services develop engagement approaches, design environments that service users access and enhance the skills and knowledge of the workforce.

2.3 Coordinated planning across the Glasgow City HSCP is identifying new ways of working across Adult Services. This includes developing new service delivery points such as the Women's Community Justice Service (Tomorrow's Women Glasgow), Hunter Street Health services and the proposed Safer Drug Consumption Facility.

3. Proposal

3.1 Service modernisation has created the conditions for transformational change designed to deliver more innovative ways of meeting the needs of those deemed most vulnerable and at risk. The Glasgow City HSCP Homelessness 'Out of hours' proof of concept, in partnership with the City Mission and the collaborative work with the Winter Night Shelter clearly demonstrates the cost benefits to partnership working, sharing of resources and delivering a multi-agency response to those adults deemed most vulnerable.

3.2 Given the strategic and operational commitment to promoting a collaborative approach, a proposal for a city centre based Homelessness Multi-Agency HUB was identified as a means to galvanise and build on the positive examples of partnership working between the Glasgow HSCP and the Third Sector. The HUB will offer a co-located environment for key Third Sector partners and health and social care in-reach from the Glasgow HSCP.

3.3 The principle of the multi-agency HUB is to offer a comprehensive, rapid response service for homeless adults presenting with multiple and complex needs. The Multi-Agency HUB will increase the range of advice and assistance offered, including defined pathways to accessing treatment and care services and accommodation via statutory and Third Sector services. It will be able to respond to immediate health and social care needs by offering a triage response.

3.4 The Multi-Agency HUB will be a key location for vulnerable adults to engage with statutory and Third Sector service providers, further complimenting existing homelessness support provision within the city.

3.5 The multi-Agency HUB will be designed to respond to the very basic needs of those presenting, such as ensuring a safe, warm environment that offers pathways to food, showers and clothing. This site will also include the health and wellbeing of pets.

3.6 It is envisaged that the size of the premises will be between 5,000 and 10,000sq ft. The site will be city centre based and offer a shared reception/office space, interview facilities and clinical space/treatment room. Consideration will also be given to offering a quieter waiting and kitchen facility for service users. It must be highlighted that provisional notice has now been given to securing a site within the city centre with a view to being operational by the end of 2018.

3.7 The Hub concept has been supported with external funding of £150k, a combination of £75k from the Robertson Trust and a cash back arrangement from the Heads of Terms relating to the length of lease and condition of terms. The Robertson Trust have also agreed to offer the support of a project team to develop the plans for the site. This investment is designed to assist with capital

costs required to establish the working environment. It is envisaged that the rental costs for the site will be approximately £50k per annum excluding VAT. It is envisaged that Glasgow City HSCP will contribute to a share of the annual costs.

- 3.8 This work will be subject to monitoring and evaluation within the existing service framework. Additionally the Robertson Trust are submitting support to the evaluation. It is expected that a steering group comprising of key partners and coordinated by the City Mission, would monitor progress and report back through the Homelessness Strategic Planning Group.

4. Recommendations

4.1 The Integration Joint Board is asked to:

- a) approve the direction of travel for the developing Hub service as outlined in this report;
- b) note that whilst external funding is in place to deliver capital spend and initial running costs for the first 12 months, any sustainability and viability funding for the HSCP can only be considered after we test the concept, gather relevant evidence and evaluate the impact on outcomes and cost effectiveness;
- c) commit to supporting this new initiative and to ongoing dialogue with partners to establish the extent of the resource allocation commitment, which will be subject to periodic review following implementation;
- d) direct the Council to progress the proposals outlined in this report; and
- e) instruct the Chief Officer to provide an update to the Performance Scrutiny Committee by the end of 2018.

DIRECTION FROM THE GLASGOW CITY INTEGRATION JOINT BOARD

1	Reference number	200618-10-a
2	Date direction issued by Integration Joint Board	20 June 2018
3	Date from which direction takes effect	20 June 2018
4	Direction to:	Glasgow City Council only
5	Does this direction supersede, amend or cancel a previous direction – if yes, include the reference number(s)	No
6	Functions covered by direction	Out of hours services for vulnerable adults with multiple and complex needs
7	Full text of direction	Glasgow City Council is directed to progress the proposals outlined in this report
8	Budget allocated by Integration Joint Board to carry out direction	External funding is as outlined in the report for 2018/19.
9	Performance monitoring arrangements	In line with the agreed Performance Management Framework of the Glasgow City Integration Joint Board and the Glasgow City Health and Social Care Partnership.
10	Date direction will be reviewed	June 2019