Item No: 16

Meeting Date: **Wednesday 30th November 2022**

Glasgow City Integration Joint Board

Report By: **Jacqueline Kerr, Interim Chief Social Work Officer**

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Chief Social Work Officer Annual Report 2021/22

Purpose of Report:	To present the annual report from the Interim Chief Social Work Officer for the year 2021/22, prepared in line with interim guidance for the 2021/22 report provided by Scottish Government.

Background/Engagement:	The requirement for every local authority to appoint a professionally qualified Chief Social Work Officer is contained within Section 3 of the Social Work (Scotland) Act 1968. This is one of a number of statutory requirements in relation to posts, roles or duties with which local authorities must comply. The Chief Social Work Officer (CSWO) is required to produce an annual report, following Scottish Government guidance for submission to the Scottish Government.

Governance Route:	The matters contained within this paper have been previously considered by the following group(s) as part of its development. HSCP Senior Management Team ☒ Council Corporate Management Team ☐ Health Board Corporate Management Team ☐ Council Committee ☒ Wellbeing, Empowerment, Community and Citizen Engagement and General Purposes City Policy Committee Update requested by IJB ☐ Other ☒

	Social Work Professional Governance Board Not Applicable ☐
Recommendations:	The Integration Joint Board is asked to: a) note the report; and b) note that the Interim Chief Social Work Officer report has been submitted to the Scottish Government.

Relevance to Integration Joint Board Strategic Plan:

Delivery of effective social care services is fundamental to supporting the vision and key aims of the IJB's Strategic Plan.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	Supports achievement of all National Health & Wellbeing Outcomes
Personnel:	None
Carers:	None
Provider Organisations:	None
Equalities:	None
Fairer Scotland Compliance:	None
Financial:	None
Legal:	Local authorities are required to appoint a professionally qualified Chief Social Work Officer under Section 3 of the Social Work (Scotland) Act 1968. The duties of the CSWO include production of the annual Chief Social Work Officer's Report, which is presented to the local authority and shared with the Scottish Government.
Economic Impact:	None
Sustainability:	None
Sustainable Procurement and Article 19:	None

Risk Implications:	None

Implications for Glasgow City Council:	This report must be considered by Glasgow City Council.

Implications for NHS Greater Glasgow & Clyde:	None.

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. Governance and Accountability

1.1 Role of the Chief Social Work Officer

1.1.1 The requirement for every local authority to appoint a professionally qualified Chief Social Work Officer is contained within Section 3 of the Social Work (Scotland) Act 1968. This is one of several statutory requirements in relation to posts, roles, or duties with which local authorities must comply.

1.1.2 The overall objective of the Chief Social Work Officer post is to ensure the provision of effective, professional advice to local authorities in relation to the provision of Social Work Services, and to ensure the delivery of safe, effective, and innovative practice.

1.1.3 The Scottish Government has put in place statutory guidance relating to the role of the Chief Social Work Officer that clarifies:

- role and function
- competencies, scope, and responsibilities
- accountability and reporting arrangements.

1.1.4 The Scottish Government has also preserved the statutory role of the Chief Social Work Officer within the terms of the Public Bodies (Joint Working) (Scotland) Act 2014.

1.1.5 A report was taken to Council's Executive Committee on 17 April 2009 which confirmed the above role and functions of the Chief Social Work Officer and a direction to bring forward reports to Committee on an annual basis, in line with this guidance.

1.1.6 The format for this report is in line with guidance that was issued by the Office of the Chief Social Work Adviser to the Scottish Government.

1.2 Governance and Accountability

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

1.2.2 The Glasgow City Integration Joint Board (IJB) was established in February 2016, with a significant range of health and social care functions delegated to it from the Council and Health Board. It is a key priority for the Integration Joint Board and the Glasgow City Health and Social Care Partnership (HSCP) to ensure that relationships with key partners are strengthened through the integration of health and social care.

1.2.3 The Chief Social Work Officer is a member of the Executive and Senior Management Teams and leads the Social Work Services Professional Governance Board; is a statutory member of the Integration Joint Board; and sits on a number of other Partnership boards and committees. In this way, the Chief Social Work Officer has a significant degree of involvement in the governance and accountability structures of the service and key partnerships which ensures a professional social work perspective on all strategic and operational decisions.

1.2.4 The Chief Social Work Officer, is a member of the Health and Social Care Partnership Senior Management Team and the Council Management Group, holding lead corporate responsibilities on key service reform areas, a significant involvement in budgetary decisions of the service and of the council as a whole as they relate to social care functions. The executive management structure of the Glasgow City HSCP can be viewed here.

1.2.5 Within Glasgow, the Chief Social Work Officer chairs the Social Work Governance Board, which has professional leads from the three localities plus a range of key stakeholders from Universities, Regulatory Bodies, and frontline staff.

1.2.6 The Chief Social Work Officer works closely with Elected Members and Council committees as necessary to ensure appropriate scrutiny of social work functions at a political level. The Chief Social Work Officer has statutory responsibility to provide the Council with effective professional advice regarding the provision of social work services.

1.2.7 As a consequence of the COVID-19 pandemic, and in line with the business continuity management arrangements of Glasgow City HSCP and parent bodies NHS Greater Glasgow & Clyde and Glasgow City Council, additional governance structures were established in March 2020 which included the Chief Social Work Officer.

1.2.8 The existing HSCP Executive Group of Chief Officer, Chief Finance Officer, Chief Social Work Officer, Assistant Chief Officers and Clinical Directors was extended to include key officers from across the Service to carry out the function of a Service Crisis Management Team. This Executive Group was established on 23 March 2020 as a daily meeting, with meeting frequency being scaled up and down during 2020/21 and 2021/22 depending on the external and internal situation as a result of the pandemic. This group continues to meet at the current time.

1.2.9 On 17 May 2020 the Scottish Government's Cabinet Secretary for Health & Sport wrote to Health Board and Local Authority Chief Executives, IJB Chief Officers, Chief Social Work Officers and Public Health, Medical and Nursing Directors about enhanced multi-professional oversight of care homes. The letter and attached guidance directed them to establish enhanced governance arrangements for this.

1.2.10 In order to ensure that the Chief Officer and Chief Social Work Officer had appropriate oversight of the arrangements, a Local Care Homes Group was established at Executive level in Glasgow City HSCP. This met weekly throughout 2021/22 and received summary reports of activity including testing and nurse led assurance visits. The group also reviews the assessments of care homes, addresses any escalated issues, and is also the escalation point for any care governance matters arising from the daily safety huddles.

1.2.11 A review of the enhanced governance arrangements was carried out in in the Spring of 2022 and an updated structure was put in place from July 2022. The enhanced care home governance arrangements that were in place throughout 2020/21 are summarised in Figure 1 below.

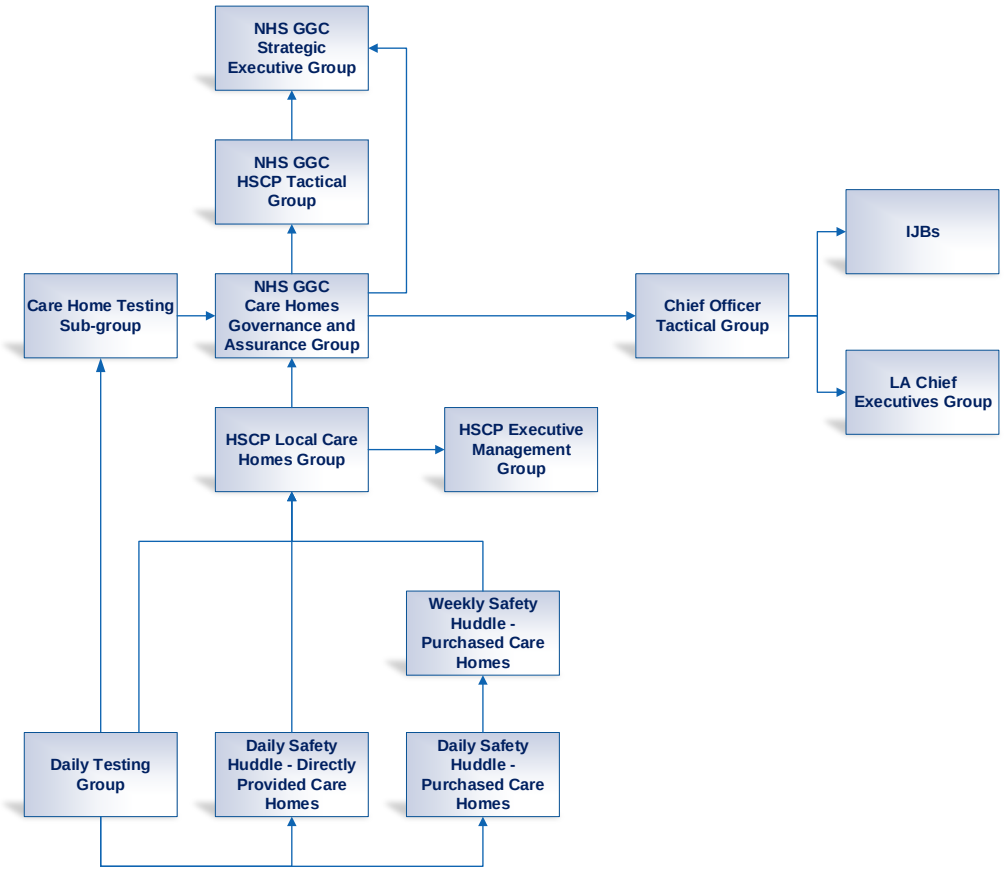

Figure 1: Enhanced Care Home Governance structures 2021/22 (GCHSCP)

2. Service Quality and Performance

2.1 Performance reporting for Social Work Services is now encompassed within the Glasgow City Integration Joint Board's (IJB) integrated performance management arrangements, which facilitate scrutiny of performance in relation to delivery of our Strategic Plan and against a range of local and national Key Performance Indicators (KPIs).

2.2 A detailed Quarterly Performance Report is produced which provides information on how services are responding to areas of under-performance. This Performance report is shared with and scrutinised by HSCP senior management groups and teams and is presented to the Integration Joint Board's Finance, Audit and Scrutiny Committee where specific service areas are focused upon at each meeting.

2.3 In addition to this Quarterly Report, we publish an Annual Performance Report (APR) in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014. Within this, we highlight progress in delivering our Strategic Plan commitments and consider performance over a longer period of time including in relation to the Core Suite of National Integration Indicators which have been published by the Scottish Government to measure progress in relation to the National Health and Wellbeing Outcomes.

2.4 In addition to the above, a Demographics and Needs Profile has been developed to support needs analysis, service planning and service delivery within the HSCP and is updated annually

2.5 Key service developments and achievements during 2021/22 include the following:

- Launched an updated Family Support Strategy 2020-23 and awarded a tender for new Family Support services to enable children to remain within their families and local communities.
- Published 'Glasgow's Promise (2021-24)' which identified local actions and 'promise keepers' and set out how we will implement the Scottish Government's 'Promise' in relation to changes in the care system for children and young people.
- Reviewed and consulted widely on our existing Carers Strategy (2019-22) and Young Carer Strategy (2019-22) to inform updated versions for launch during 2022, and worked with *Parkinson's Scotland* and *Improving the Cancer Journey* on two additional carer support pathways.
- Began development of the first comprehensive Domestic Abuse Strategy for Glasgow which will seek to improve our responses to those affected by domestic abuse across the city, as well as those who perpetrate it.
- Introduced the quality assurance programme for care homes and invested in a quality assurance integrated team to support the care home sector.
- Launched a multi-agency specialist Complex Needs service which provides a range of care interventions, including an assertive outreach service for individuals with multiple and complex health and social care needs who find it difficult to engage with mainstream services.
- Established a Crisis Outreach Team which is adopting an early intervention approach to tackle drug related deaths (DRD's) and non-fatal overdoses (NFOD) in the city, with the support of the Scottish Government's Drug Death Task Force.
- Introduced Social Work staff to the Mental Health Assessment units.
- Continued to adapt the way we support people to meet their needs in ways that enables them to maintain their independence and maximise their outcomes, through the delivery of the Maximising Independence approach.
- Introduced the 'Improving Modern Apprenticeships Programme' (IMAP), in partnership with other Glasgow City Council services, which involves matching young people with autistic spectrum conditions to a work experience placement and supporting them to apply for a Modern Apprenticeship.
- Received final approval for building of a Health and Care Hub in Parkhead. This will be the largest primary health care facility in Greater Glasgow and Clyde and Scotland's first net zero carbon health and social care facility.
- Expanded the Compassionate Distress Response Service which provides a rapid and more effective response to people experiencing emotional distress, to cover 16/17 year olds and introduced a pilot service to support their parents and carers.
- Introduced a Youth Court in an effort to improve the effectiveness and outcomes of community sentences by combining the provision of multi-

disciplinary intervention and rehabilitative support, with regular court reviews to monitor and encourage young people's progress.
- Completed a Health Needs assessment of Prisoners in HMP Barlinnie.

2.6 There are some specific areas identified in the 2022 Annual Performance Report where the Partnership aims to improve performance over the next 12 months. These include:

- Total number of Older People Mental Health (OPMH) patients delayed (Excluding AWI)
- Number of Unscheduled Hospital Bed Days - Acute (18+)
- Total number of Acute Delays and Bed Days Lost to Delays (All delays and all reasons 18+).
- Total number of Acute Bed Days lost to delayed discharge for Adults with Incapacity (AWI) (Older People 65+).
- Total number of Adult Mental Health delays
- Intermediate Care: Percentage of users transferred home
- Number of households reassessed as homeless/potentially homeless within 12 months.

2.7 Full details of the areas for improvement identified and the actions which will be taken to improve performance over the next 12 months can be found in the 2022 Annual Performance Report.

3. Key Service Developments

3.1 Children's Services

3.1.1 The key developments for Children's Services are:

3.1.2 Glasgow's Promise

In recognition of the importance of the Promise and the influence of this on our approach to delivering services to children and their families in Glasgow, the group leading the work has agreed to change its name to Delivering Glasgow's Promise from the Care Experienced Board.

Glasgow was fortunate to receive funding for our Promise work via the Corra Foundation. One strand of the work is being led by Glasgow Council for the Voluntary Sector to consider alternative approaches to commissioning services, while the other is to recruit a care experienced young person to be one of our trusted advisors to contribute towards the review of services for our 16+ care experienced population.

In addition, the recruitment of 3 more care experienced young people is underway. These young people will become part of a team of trusted advisors to help with a range of activities from supporting the design and expansion of Glasgow's family support services to the recruitment of foster carers.

In response to our learning and understanding of the importance of family relationships, emphasised in the Promise and in the Looked After Children (Scotland) Amendment Regulations 2021, a Family Connections Assessment has been developed.

A review of the current Promise Action Plan is underway, and a network of Promise keepers has been established.

3.1.4 Looked After and Accommodated

We have continued to make significant progress in relation to shifting the balance of care, ensuring that more children are sustained with their parents, extended families and attending local schools and remaining connected to their local neighbourhoods. Children and young people looked after and accommodated in formal settings have reduced from 810 (in the last Chief Social Work Officer report) to a current position of 728.

3.1.5 Whole Family Wellbeing Fund (WFWF) and the Child Poverty Pathfinder

Work continues to strengthen preventative network within Children's Services and improve the quality of day to day practice in supporting children, young people, parents and wider families. The Scottish Government has committed an additional £4.66m to enhance early help and prevention, and to implement the aspirations of the Christie Commission and The Promise. To this end, the social work profession is working closely with colleagues in the Chief Executive's office to align family support and the need to address child poverty across the City.

3.2 Adult Services

3.2.1 The key developments for Adult Services are:

- We have increased our staffing levels across the City to support the most vulnerable in our Society.
- We have concluded our pilot in the North-East of the City to develop a trauma informed workforce. We have now established a Citywide steering group for the roll out of this approach across all of Social Work Services.
- We have increased our Mental Health Officer Capacity across the City and continue to work on the Mental Health Governance agenda linked to the Social Work Governance Group,
- We have increased Social Work capacity in our Mental Health discharge team and will integrate this service with our discharge resource in Health Services.
- We are working on increasing our capacity across our Alcohol and Drug Recovery Services to roll out the Medication Assisted Treatment Standards across the City.
- We have increased our prescribing activity around Buvidal.
- We continue to support our growing recovery services with the introduction of the Women's Services and the recommencement of the Family Learning Services.

- We have purchased additional residential rehabilitation beds across the City
- We have introduced an Out of Hours Crisis Response team in Alcohol and Drug Services linked to our Mental Health Assessment Units.
- We are implementing the findings of the Alcohol Drug and Recovery Services Service Review.
- Our learning disability day services continue to offer a blended approach across building based support and outreach support.
- We have purchased Waterloo Close a decommissioned NHS building and we are currently remodelling this to provide adult social care support for services users with a complex disability who are delayed in hospital.
- We have developed review teams across the city to support our roll out of the Self Directed Support standards.

3.3 **Older People Services**

3.3.1 The key developments in Older People's Services are:

Older People, Physical Disability and Carer Services

3.3.2 Older People's, Physical Disability and Carers services continued to respond throughout the last year following the guidance of the Scottish Government, Glasgow City IJB, Scottish Social Services Council and the Care Inspectorate, and working closely in partnership with our stakeholders to support challenges in the Acute sector, GP services and our partners in the third sector.

3.3.3 As we have progressed through the pandemic, we have continued to prioritise service users and those in need of critical care to meet the immediate demands of the service.

3.3.4 The number of carers accepting the offer of a Carer Support Plan or Young Carer Statement increased by 5% during the year to 2022, marking a reversal of the trends seen in the first two years of the pandemic.

3.3.5 The local Social Work services maintained a routine overview of Business Continuity plans for the purpose of maximising resources available to services. We continued to apply an operational model to allow staff to work flexibly from home wherever possible. Through the application of technology our services continued to offer digital contact appointments and enhanced communication with our service users and staff.

3.3.6 Service recovery has been a key element in our response to the pandemic, with some services re-establishing quickly after the initial period of lockdown with social distancing and safety measures in place. Services continue to implement recovery plans in line with on-going changes to government guidance.

3.3.7 Supporting timely hospital discharge continues to be a priority, with continuing emphasis on strengthening pathways and discharge performance. For example, since its introduction in January 2021 there has been a steady

increase in the number of patients being discharged to a care home for the purposes of assessment (Discharge to Assess pathway).

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3.3.9 A multi-disciplinary Care Home Quality Assurance Team (CHQA) has been established to provide a permanent resource to oversee an ongoing review of care home residents' support needs and to ensure they receive the ongoing care they require. The team comprises Social Work, Health, Research and Evaluation and Learning and Development staff at both practitioner and management level. It also links closely with the HSCP's commissioning team.

4. Operational Care Services

4.1 The key developments in Operational Care Services are:

Service Quality and Performance

4.1.1 We delivered approximately 87,000 Care at Home visits per week which is closer to pre-pandemic levels, throughout 21/22. It is expected that the service will grow by approximately 7% over the next 12 months.

4.1.2 The service supports approx. 5000 service users, across 8 different home care service models including mainstream homecare, reablement, homeless, Supported Living and Supported Living First Response.

4.1.3 The Reablement service is the corner stone of the Home Care Services and has continued to maintain referral pathways and meet key performance indicators throughout the year whilst responding to the Covid –19 Pandemic. Care at home's Reablement service has supported individuals discharged from hospital and within the community, with an average of 7980 hospital discharges and 1850 community referrals per year.

4.1.4 Our Care at Home Service has continued to review service users' care needs and delivered an average of 82.8% (up 15.3% from 20/21) assessments throughout the year against a target of 85.

4.1.5 Our Care at Home Services averaged 73% against a target of 70% (consistent with 20/21 at 73%) for service users being assessed for a reablement service.

4.1.6 The Community Alarms & Telecare Service currently support 8,760, to live as independently as possible. Telecare is an integral part of care planning, and its use can help to delay admission to long term care placements, keeping service users in their own home for as long as possible.

4.1.7 Our Care at Home Service received winter pressures funding to increase staffing (100/120 posts) which has allowed the development of a new pathway home for service users. This is a short-term service initially supporting service users for a period of 6-8 weeks post hospital discharge.

4.1.8 We developed a discharge to assess model for access to residential care, both directly provided and commissioned, for service users who were delayed in an acute setting. This included a pathway for admission even if the care home was in a managed outbreak position which was agreed at Scottish Government level. This approach promoted safe and timely discharge, while meeting more positive outcomes for residents and their families, providing the right care at the right time and place

4.1.9 Scottish Government guidance Open with Care - Supporting Meaningful Contact in Care Homes provided a framework for services to work from to safely re-introduce visiting for residents and families/friends within care home settings. This was pivotal to the first steps into recovery for the HSCP Care Homes, and a staged approach linked to the tier system which was in place for most of 2021, provided the opportunity for contacts ranging from garden and outdoor visits, to visiting within large communal spaces, and finally for families to be able to meet in the privacy of the resident's bedroom.

4.1.10 We also invested in the development of large garden pavilions in each of the 5 HSCP Care Homes during 2021/22, which will be an asset to the services, providing a further shared space for families to meet outside of the main care home building despite the weather.

5. Justice Social Work

5.1 The key developments for Justice Services:

- Justice Social Work alongside Glasgow Sheriff Court introduced a problem solving Structured Deferred Sentencing Youth Court for young people in June 2021.
- We have bolstered our staffing levels across all justice service areas as part of our recovery agenda to deal with the increase in court business.
- The development of Bail, Structure Deferred Sentence (SDS) and Diversion from Prosecution remains a key priority for us and we have continued to develop and enhance our existing service provision.
- Justice Social Work have been working alongside partners to ready ourselves for the opening of the Lillias Centre the new women's custody unit in Glasgow. This marks a change in the way Scotland supports some women in custody, with a focus on 'custody in the community'. The Lillias Centre enables women to foster stronger and closer links with community support agencies whilst in custody. Justice Social Work will play a key role in working with all 24 women accommodated in the Lillias Centre to ensure person centre plans are in place prior to release.
- Close collaboration continues with Glasgow Sheriff Court as part of our delivery of problem-solving courts, and we have seen the Drug Court and Alcohol Court resume to pre-pandemic levels in 2021.

- Justice Social Work launched a new online service user feedback service called Your Voice in April 2022. Your Voice marks a change in how we receive feedback from service users, not only with the introduction of a new online return service, but with types of questions we are asking service users.

5.2 Adult Support and Protection (ASP)

- The Scottish Government ASP Improvement Plan involves a commitment to Thematic Adult Protection Inspections of Local Authorities, led by the Care Inspectorate. The national inspection programme is at the midway point and Glasgow City is **currently subject to external Inspection** – this commenced at the end of May 2022 and the Final Inspection Report is due for publication on 4th October 2022.
- The Adult Support and Protection (ASP) Committee (and related subgroups and governance arrangements) have helped to oversee ASP activity during the pandemic, involving more regular meetings, distribution of a monthly Public Protection Bulletin to support ASP arrangements, and the provision of key data to Scottish Government to help inform their national overview.
- ASP data highlights the increased volume and complexity of ASP referrals within Glasgow City. ASP referrals increased to **8431** for the year ending 31/3/2022 – from 5826 for the previous year. ASP investigations for 2022 totalled **506,** compared to 302 for the previous year. A total of **480 ASP Case Conferences** were held, compared to 290 for the previous year.
- We have also maintained our commitment to Self-Evaluation and improvement planning, alongside preparing for external inspection. This has included an audit of our Adult Support and Protection Duty arrangements (October 2021) and subsequent implementation of an improvement plan which included updates to our recording tools.
- We have also published two Significant Case Reviews, namely Adult A (published April 2022) and Adult B (published August 2021). The learning from both reports has been incorporated into Multi-Agency Action Plans, related Learning Packs have been disseminated and briefing events have been held (both single and multi-agency), all designed to promote a culture of continuous improvement.
- Service improvements and related recovery planning are ongoing, and include the following:
  - Local Management Reviews held twice yearly to help strengthen collaborative working in the context of ASP arrangements
  - ASP Practitioner Forums held within the three areas on a regular basis, to help improve the confidence and competence of frontline staff.
  - Domestic Abuse Strategy we are currently out to consultation on this strategy across the City.

5.3 Child Protection

- Child Protection continues to benefit from improved data reporting with routine reflections on fluctuating trends considered via Glasgow Child

Protection Committee and our established quality assurance meetings. Child Protection will continue to reflect the broader children's transformational change agenda with key focus on family support and mitigating against the requirement for children becoming looked after wherever possible.

- During the 2021/22 period Glasgow experienced a further increase in Initial Referral Discussions (IRD) accounting for an average of 23 per week compared with pre-COVID figures of 15 per week suggesting support needs of families increased. This increase however did not translate into an increase in child protection registrations. In June 2021 Glasgow reported 285 children on the child protection register (compared with 421 April 2020).
- We have established a multi-agency information sharing meeting chaired by Police Scotland to identify and discuss those young people considered to be at significant risk and vulnerable through exploitation.
- Both the Child Sexual Exploitation (CSE) and Trafficking sub-groups continue to meet on a regular basis and are driving forward practice changes and initiatives. Glasgow is working with Barnardos to develop national CSE assessment guidance and phase 1 of this work was recently published and disseminated across partners. Glasgow will be one of the Test of Change sites going forward.
- The Trafficking work group has been responding to Scottish Government consultations regarding the proposed new legislation. Glasgow has been identified as an example of good practice in the management of child trafficking.
- The Young Persons Support & Protection Procedures were updated to reflect changes in national guidance and local practice.
- Work continues to develop a Children's House (Bairn's House) in the city. The Child Protection Committee and Chief Officers have committed to the creation of such a resource and work is underway to identify potential suitable accommodation.

5.4 Multi-Agency Public Protection Arrangements (MAPPA)

- Scottish Government published new MAPPA guidance in March 2022, the new guidance implementation has been overseen by the MAPPA Operational Group (MOG) and the Strategic Oversight Group (SOG).
- The MOG and the SOG oversee the risk register which details risks in relation to the implementation and management of MAPPA, strategies are put in place to manage or reduce any risk identified which is reviewed in line with the frequency agreed.
- Operationally, level 2 and 3 MAPPA meetings continue to be conducted on Microsoft Teams. Level 1 meetings have been conducted both via face to face and via the use of Microsoft Teams.
- During the reporting period the SOG has commissioned a Significant Case Review (SCR) which is currently underway. Following completion of the SCR the SOG will oversee the dissemination process as well as agree how to address any learning.

- The performance figures for MAPPA are overseen by the MOG and the SOG to ensure that MAPPA Glasgow maintain the performance targets set by Scottish Government. During the reporting year 2021 to 2022, MAPPA Glasgow has continued to meet all the national performance targets.

5.5 Homelessness

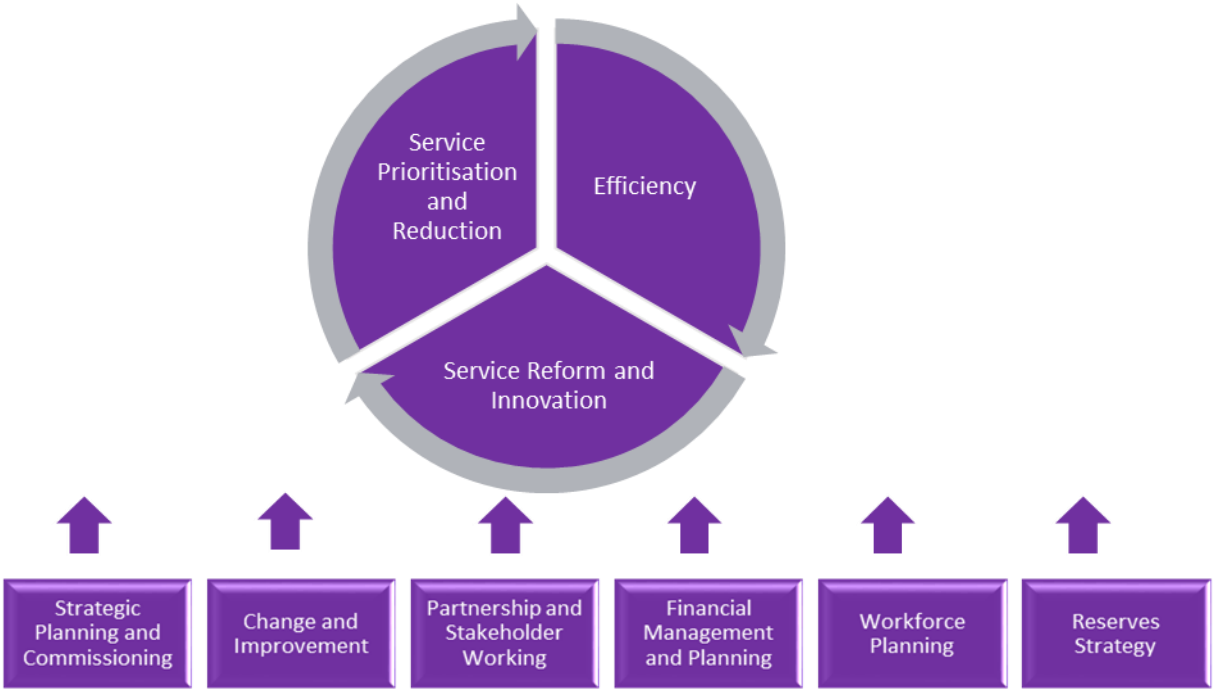
- During the period 1st April 2021 to 31st March 2022 our Homelessness Services received 8696 requests for advice and assistance under homelessness legislation. Of these requests 6945 progressed to a homelessness application. Our Homelessness Services also made 11,506 offers of emergency accommodation during this period.
- As a result of the impact of the social distancing measures and continued demand for emergency accommodation we have continued to utilise increased numbers of temporary accommodation placements mainly through the spot purchasing and repurposing within commercial hotels.
- The HSCP'S Rapid Rehousing Transition Plan set out an ambition to close the Bellgrove Hotel due to concerns regarding the standard of care and accommodation to a vulnerable group of men. The Bellgrove Hotel was closed in July 2021. All 57 residents secured positive destinations. 61% of the residents moved to a Scottish Secure Tenancy with varying degrees of support and 26% moved to supported accommodation.
- We continue to work in partnership with the City's housing associations and continue to see an increase in the number of lets for homeless people.
- The development of our Complex Needs Service has seen increased level of visiting support to residents of bed and breakfast accommodation ensuring access to a range of health, addictions, and social care interventions.
- 256 households have been supported to access settled accommodation with Housing First support since the HSCP adopted the approach.

6. Resources

6.1 Glasgow City IJB delivers a range of services to its citizens and in 2021-22 had funding of £1.5bn to spend on services. Glasgow City has several challenges to address in relation to deprivation, ill health and inequality. More needs to be done to ensure that there are opportunities for all in the City to flourish and have healthier and more independent lives within stronger communities. The demographic, health and deprivation profile of the city impact on the demand that is experienced in all our services and can often result in higher support levels than experienced in other parts of Scotland. This creates a challenging environment in which to operate, managing demand within the financial constraints, whilst transforming services and delivering on the integration agenda.

6.2 Our Medium-Term Financial Outlook has 3 core components which collectively support the transformational change required to deliver financial balance whilst delivering safe and sustainable services. This strategy is set out in the diagram below and cannot be delivered without working closely with

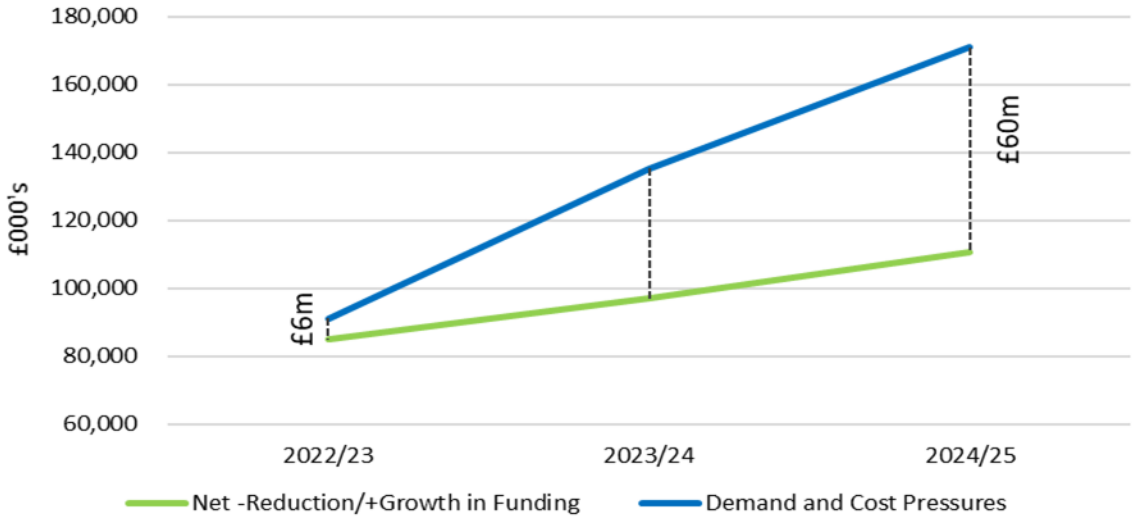
all our partners and stakeholders to secure a future which sustainable and meets the needs of our communities.



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

- National commitments such as Scottish Living Wage and policy commitments in relation to Primary Care, Mental Health, Carers, Alcohol and Drug Partnership.
- Inflationary pressures linked to pay and contractual commitments.
- Local pressures linked to demand as a result of demographic, deprivation and health; and
- Financial cost of responding to the pandemic and the impact of delivery on our transformation programme
- The impact of the pandemic on demand for services as a result of the direct health, indirect heath, societal and economic impacts.

6.4 This outlook demonstrates the gap between growth in demand and cost pressures and our forecasted growth in income over the next three years. This will require an additional £60m in savings to be identified to deliver a balanced budget over this period.



6.5 Delivery of effective and lasting transformation of health and social care services is the central to the vision of the IJB. There has been significant progress already in transforming services. As well as delivering financial savings, this has enabled services to increase their effectiveness and efficiency, enabling services to manage the increasing demand and complexity of the service users supported.

6.6 The IJB has approved transformation programmes for Adults, Older People, Children and Families Services and Primary Care. This includes the Maximising Independence Programme which will seek to deliver a sustainable health and social care service for the City which will focus on prevention and early intervention approaches and will encourage individuals and communities to support each other. This recognises that the best health and care outcomes are associated with the highest possible levels of self-management and independence. We need to change the way we work with people to reflect the way they live now, balancing the need for care and support. This programme is supported with £8.5m of funding to support implementation.

6.7 The IJB is clear about its overall commitment to service reform and innovation. This is not just about changing the ways in which services are structured. It is a significant change in how they are planned and delivered. However, it is also clear that pressures within the health and social care system are increasing which will require us to think differently about how we deliver services to the population of Glasgow.

7. Workforce

7.1 We maintained services throughout the last year. Some services remained fully operational with enhancements e.g. enhancements to operating models and technological and digital changes.

7.2 Covid related absences impacted significantly on our workforce and fluctuated over the period of the pandemic reaching a rate of 5.2% of the total Council workforce in the period 01/09/2021 – 01/09/2022. The main impact of staff absence has been in Older People's Care Homes and Care at Home Services however they have maintained service levels as staff returned and additional staff were recruited.

7.3 In recovery, service continuity and improvement will remain a priority, supported by the redesign of services around the needs of our communities to ensure that we have the right capacity, resources and workforce to meet demand.

7.4 We have now developed our new 3 year Workforce Plan DRAFT: Glasgow City HSCP Workforce Plan 2022-2025 will commit to a focus on recruitment and retention of staff increasing capacity where required, delivery of service reform in response to recovery and strengthening the development, resilience and wellbeing of our staff.

7.5 Age Profile

7.5.1 A significant factor for Glasgow City HSCP over the next 5 years is the age of the workforce, with the age profile of staff predominantly over 50, and with consideration given to the option where staff can choose to retire with pension from the age of 55. We do however continue to have a significant turnover figure in some areas excluding people who retire on age.

7.5.2 We have been challenged to recruit certain roles within our workforce and we over the last year revised our recruitment strategy and have been using radio, tv and social media campaign to advertise the HSCP and Glasgow as a great place to live and work. The focus is to attract interest in Health and Social Care at all levels. A new campaign is scheduled to run in Scotland and across the UK in September 2022.

7.5.3 We have a strategy to recruit as early as possible, predicting vacancies, to reduce the timescales between a vacancy arising and it being filled. This relates to large scale recruitments such as Social Workers. Our aim is to attract more people to a career in Health and Social Care and particularly to let young people see what careers are available. In Social Care. We also have Modern Apprentices in frontline client services - Day Care for Older People and Learning Disabilities and Older People's Care Homes.

7.5.4 Ensuring staff have the skills and knowledge to do their job well and providing opportunities to develop is critical to retaining the skills and values needed in our future workforce. We acknowledge that the key to attracting and retaining staff is giving staff career pathway options and developing succession planning programmes. We partner with Colleges/Universities to arrange placements for HNC (Social Care) students in our Care Homes and have increased our capacity of student Social Worker placements, which has led to an increase in applications for jobs with us and successful appointments.

7.5.5 We have a Succession and Talent Development Programme Board created in 2021. The group was created in recognition of the need to identify managers of the future and to provide development opportunities for all staff. The Board will continue to provide oversight and governance to ensure improved opportunities, succession planning and engagement programmes with staff.

8. The Chief Social Work Officer Reflections

8.1 This report has endeavoured to outline some of the key service developments that Social Work Services have achieved over the last year. It also outlines the challenges in delivering on these. Where we have been trying to provide high quality care and support we have continued to have challenges in relation capacity and resources. Our staff over the last year have worked relentlessly to deliver exceptional care and despite some of the challenges we have faced we have been able to deliver on some key service reform areas during this time.

8.2 We continue to remobilise our services but have also altered some of our practice to deliver services in a different way. On any area of reform we have worked with the people who use our services in order that we can make sure that any changes to service delivery meet their needs.

8.3 Our staff are our greatest asset and staff wellbeing is at the heart of our priorities going forward. Ensuring staff feel supported and confident in carrying out their job is key to the ongoing successful delivery of Social Work Services.

8.4 Going forward we will continue to work on programmes of support for our staff to ensure that we continue to have a workforce that are strong and healthy and are able to take on the demands for the future and to deliver on the future priorities for Social Work across the City.

9. Recommendations

9.1 The Integration Joint Board is asked to:

a) note the report; and
b) note that the Interim Chief Social Work Officer report has been submitted to the Scottish Government.