

Item No: 7

Meeting Date: Monday, 31st October 2016

Glasgow City Integration Joint Board

Report By: Susanne Millar, Chief Officer Planning, Strategy & Commissioning/CSWO

Contact: Eric Steel, Head of Homelessness Services

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MULTI-AGENCY CITY CENTRE HUB – PILOT PROPOSAL

Purpose of Report:	To propose a pilot service focussed on homeless adults with multiple and complex needs in line with the Health and Social Care Partnership's transformational change programme.
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Recommendations:	<p>The Integration Joint Board is asked to:</p> <ul style="list-style-type: none"> a) approve the proposals for a pilot partnership approach outlined in section 3 of the report; and, b) instruct the Chief Officer to provide a report to the Integration Joint Board on the conclusions of this pilot in the Spring of 2017.
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Implications for IJB:

Financial:	None.
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Personnel:	Temporary relocation of some out of hours homelessness staff and changes to existing work practices, which will be subject of discussion with the trade unions
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Legal:	None.
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Economic Impact:	None.
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Sustainability:	N/A.
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Sustainable Procurement and Article 19:	N/A.
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Equalities:	In line with earlier equalities impact assessment carried out.
Risk Implications:	None.

Implications for Glasgow City Council:	This proposal could lead to the development of a sustainable alternative model of access to homeless provision that would lead to the full decommissioning of the Hamish Allan Centre.
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Implications for NHS Greater Glasgow & Clyde:	No immediate implications

Direction Required to Council, Health Board or Both	Direction to:	
	No Direction Required	
	Glasgow City Council	✓
	NHS Greater Glasgow & Clyde	
	Glasgow City Council and NHS Greater Glasgow & Clyde	

1. Background

- 1.1 Glasgow City Health and Social Care Partnership is committed to improved service responsiveness for vulnerable adults with multiple and complex needs as part of our wider transformational change agenda.
- 1.2 Services for homeless households and individuals are being redesigned following a multi-agency review with a strong focus on improving outcomes for this vulnerable group through partnerships and co-production.
- 1.3 The Integration Joint Board has previously approved proposals in May 2016 which seek to radically reform our approach and these are being coordinated and developed through the Homelessness Strategic Planning Group. This approach includes the decommissioning of the Hamish Allan Centre, joint planning and co-production with the voluntary sector and collaborative practice around adults with multiple and complex needs, the City Ambition Network initiative.
- 1.4 Glasgow and Partners Emergency Social Work Service continues to evolve, and as part of a wider health and social care out of hours review, will result in a modern out of hours integrated service including elements of homelessness provision. It is clear that this new model does not require all of the homelessness out of hours staff currently working within the out of hours service at present.

2. Current Position

- 2.1 Homelessness Services are being redesigned through a co-production approach with voluntary sector partners, service users with lived experience, and external partners.
- 2.2 The Hamish Allan Centre has been part decommissioned with the relocation of family support services (phase 1) now complete.
- 2.3 The City Ambition Network initiative has now been operating for 12 months offering a new collaborative interventionist approach for adults with multiple and complex needs. This relatively small scale approach is a Health and Social Care Partnership/voluntary sector partnership which is improving outcomes working within existing resources and is currently being upscaled to support greater numbers of individuals.
- 2.4 Coordinated planning across Health and Social Care Partnership activity is developing potential new ways of working across mental health, addictions, criminal justice and homelessness. This includes detailed planning in relation to new harm reduction services including a safe consumption room and heroin assisted treatment.
- 2.5 Despite all of this activity there remains very significant pressure on the Health and Social Care Partnership in relation to this population including potential statutory intervention from the Scottish Housing Regulator. This relates directly to statutory failure in the accommodation of homelessness individuals, often those with the most complex support needs.

3. Proposal

- 3.1 Glasgow City Mission operates a winter shelter for 3-4 months staffed largely through external funding and through volunteers from the voluntary sector. There are improved interfaces with the Health and Social Care Partnership core services which have been nurtured through joint planning, co-production and through collective efforts to improve outcomes for homeless individuals.
- 3.2 Service modernisation has created the conditions for transformational change and more innovative ways of meeting needs with the City Ambition Network initiative a clear example of co-production and innovation.
- 3.3 This year's winter shelter provides the opportunity to pilot a new approach to our most vulnerable/excluded adults through a **multi-agency city centre hub** which would be a partnership between the voluntary sector and the Health and Social Care Partnership. In this model, the Partnership would deploy some homelessness out of hours personnel currently based at the Hamish Allan Centre alongside partner agencies. This would mean a co-location with voluntary sector partners over the 3-4 month period. A staff presence will be maintained at the Hamish Allan Centre throughout the period of the pilot to ensure statutory responsibilities are met.
- 3.4 This approach has been provisionally discussed with the City Mission and is supported in principle. It reflects the recent evaluation of the winter shelter and is in line with our strategic aims.

3.5 The pilot is also timely in relation to the Health and Social Care Partnership out of hours review and will inform future integrated out of hours arrangements.

3.6 Pilot Aims

- To provide a comprehensive, holistic service for homeless individuals with multiple/complex needs who attend the hub.
- To increase the range of advice and assistance available at the shelter including direct access to statutory homelessness personnel and resources as required.
- To further enhance the collaboration between the statutory/voluntary sector around this vulnerable group and to identify learning for future delivery.
- To make recommendations for a sustainable multi-agency provision in the city centre as part of the wider homelessness strategy in the city.

3.7 Model

- A partnership between the Health and Social Care Partnership and Glasgow's winter night shelter, from December 2016 to March 2017.
- Co-location of some Health and Social Care Partnership homelessness out of hours staff with provider staff operating out of Lodging Housing Mission premises rather than at the Hamish Allan Centre.
- Maintenance of existing protocols through deployment of community homeless personnel and rapid access to specialist health services (Hunter Street) with staff presence maintained at the Hamish Allan Centre throughout pilot.

3.8 Service User Benefits

- Improved access to statutory homelessness, advice, assessment.
- Increased collaborative practice and rapid engagement maximising contact.
- Enhanced communications with range of statutory/voluntary service providers and faster decision making.

3.9 Wider Benefits

- Reduction in duplication/more customer focus/collaborative practice.
- Improved working relationships, knowledge of roles/responsibilities.
- Learning for staff through direct contact with client group in a different setting.

3.10 Monitoring and Evaluation

- The pilot would be the subject of monitoring and evaluation within the existing service framework.
- The evaluation will reflect and build upon the recommendations from the independent research into the 2015/16 shelter.
- A steering group coordinated by the City Mission will monitor progress providing progress report(s) to the Homelessness Strategic Planning Group and the Integration Joint Board.

4. Recommendations

4.1 The Integration Joint Board is asked to:

- a) approve the proposals for a pilot partnership approach outlined in section 3 of the report; and,
- b) instruct the Chief Officer to provide a report to the Integration Joint Board on the conclusions of this pilot in the Spring of 2017.

DIRECTION FROM THE GLASGOW CITY INTEGRATION JOINT BOARD

1	Reference number	311016-7-a
2	Date direction issued by Integration Joint Board	31 October 2016
3	Date from which direction takes effect	31 October 2016
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 homelessness provision.
7	Full text of direction	Implement the proposed pilot as outlined in this report
8	Budget allocated by Integration Joint Board to carry out direction	As advised by the Chief Officer: Finance and Resources
9	Performance monitoring arrangements	As outlined in report
10	Date direction will be reviewed	May 2017