

OFFICIAL



**Item No: 16**

**Meeting Date: Wednesday 25<sup>th</sup> September 2024**

## **Glasgow City Integration Joint Board**

**Report By: Frances McMeeking, Assistant Chief Officer for Operational Care Services & Homelessness**

**Contact: Frances McMeeking**

**Phone: 0141 353 9000**

### **HSCP Homelessness: Internal Strategic Review**

**Purpose of Report:**

The purpose of this report is to update the Integration Joint Board on a strategic review of two key areas of service within Homelessness; Accommodation Services and Homelessness Case Work Teams.

**Background/Engagement:**

Following the appointment of a new ACO to oversee the HSCP Homelessness Services in October 2023, a range of external risks to the HSCP and internal operational pressures have made it imperative that the HSCP undertake a root and branch review of two key areas of operational service:

Accommodation: Including Hotels, Bed & Breakfasts, Temporary Furnished Flats, & Student Accommodation, excluding direct service provision.

Homeless Locality Social Work Teams: Roles, Responsibilities, Casework Capacity, Statutory Responsibilities, Governance, use of IT Systems, and Commissioned Services Casework Responsibilities.

**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

OFFICIAL

**OFFICIAL**

	Update requested by IJB <input checked="" type="checkbox"/> Other <input type="checkbox"/> Not Applicable <input type="checkbox"/>
--	--

<b>Recommendations:</b>	The Integration Joint Board is asked to:  a) Note that a service review has commenced in Homelessness; and b) That the HSCP will report back to the IJB in March 2025 on the recommendations and outcomes.
-------------------------	---

**Relevance to Integration Joint Board Strategic Plan:**

Work within homelessness supports the vision and priorities of the Glasgow City HSCP Strategic Plan 2023-26. In particular, partnership priority 1 – Prevention, early intervention and wellbeing, 3 – Supporting people in their communities and partnership priority 4 – strengthening communities to reduce harm. The review described within this paper will allow GC HSCP to contribute to partnership priority 6 – Building a sustainable future.
---

**Implications for Health and Social Care Partnership:**

<b>Reference to National Health &amp; Wellbeing Outcome(s):</b>	Homelessness services supports GC HSCP to achieve the National Health and Wellbeing Outcomes, particularly, 3 - People who use health and social care services have positive experiences of those services, and have their dignity respected. 5 - Health and social care services contribute to reducing health inequalities. 7 – People who use health and social care services are safe from harm. And the review described within this paper helps to achieve outcome 9 – Resources are used effectively and efficiently in the provision of health and social care services.
---	--

<b>Personnel:</b>	Any personnel issues will be reported when the service review is completed.
-------------------	---

<b>Carers:</b>	None.
----------------	-------

<b>Provider Organisations:</b>	None.
--------------------------------	-------

<b>Equalities:</b>	Will be reviewed during the review if necessary.
--------------------	--

<b>Fairer Scotland Compliance:</b>	None.
------------------------------------	-------

<b>Financial:</b>	Will be considered as part of the review.
-------------------	---

<b>Legal:</b>	None.
---------------	-------

<b>Economic Impact:</b>	None
-------------------------	------

**OFFICIAL**

<b>Sustainability:</b>	None.
<b>Sustainable Procurement and Article 19:</b>	None.
<b>Risk Implications:</b>	Will update the IJB following the outcome of the review.
<b>Implications for Glasgow City Council:</b>	None.
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	None.

<b>Direction Required to Council, Health Board or Both</b>	
<b>Direction to:</b>	
1. No Direction Required	<input checked="" type="checkbox"/>
2. Glasgow City Council	<input type="checkbox"/>
3. NHS Greater Glasgow & Clyde	<input type="checkbox"/>
4. Glasgow City Council and NHS Greater Glasgow & Clyde	<input type="checkbox"/>

**1. Purpose**

- 1.1. The purpose of this report is to update the Integration Joint Board on a strategic review of two key areas of service within Homelessness; Accommodation Services and Homelessness Case Work Teams.

**2. Background**

- 2.1. Following the appointment of a new ACO to oversee the HSCP Homelessness Services in October 2023, a range of external risks to the HSCP and internal operational pressures have made it imperative that the HSCP undertake a root and branch review of two key areas of operational service:

Accommodation: Including Hotels, Bed & Breakfasts, Temporary Furnished Flats, & Student Accommodation, excluding direct service provision.

Homeless Locality Social Work Teams: Roles, Responsibilities, Casework Capacity, Statutory Responsibilities, Governance, use of IT Systems, and Commissioned Services Casework Responsibilities.

**3. Drivers for Change**

- 3.1 Glasgow City HSCP had delivered a strong response to homelessness in the city during the COVID – 19 pandemic, however, a number of UK Government and Scottish Government policy decisions since have impacted on the HSCP’s ability to respond effectively to the unprecedented increase in service demands, which has seen homelessness applications increase by 15% in 2023/24.

## OFFICIAL

- 3.2 In July 2023, the Home Office implemented an accelerated decision-making process for asylum claims, increasing homeless household refugee applicants by 84% to the city of Glasgow.
- 3.3 Significant numbers of refugee households out with Glasgow from other local authority areas in Scotland and other areas of the UK are travelling to the city requesting homelessness assistance in Glasgow - 1,102 since November 2023 (Scottish local connection legislation is driving this flow of people).
- 3.4 Financial overspend in the provision of services of £54 million in 2023/24, estimated to be £40M in 2024/25.
- 3.5 As of July 2024, over 6,628 housing applications are awaiting a permanent housing tenancy offer, the highest number the city has ever recorded.
- 3.6 In November 2023, Glasgow City Council declared a Housing Emergency due to the unprecedented demand for homes.
- 3.7 In July 2024, 3755 households are in temporary accommodation, of which 1366 households are in hotels and B&Bs across 35 hotel sites, with a further 1971 in temporary flats managed directly by the HSCP Homelessness Accommodation Team.
- 3.8 As of July 2024, Glasgow City Council has committed to a Home Office Dispersal Plan for 2024/25 which will accommodate 4,500 to 5,000 asylum and refugee households in Mears properties. As was the case in 2023/24, it is estimated that 93% of these households will choose to make a homeless application in the city.

## 4. Workforce

- 4.1 Post COVID it must be recognised that the leadership team have not had the same opportunity to recover and reflect on lessons learned. Indeed, the leadership / operational structure has not been reviewed in 6 years. Key concerns are:
  - Ageing workforce
  - Lack of succession planning
  - Higher than average absence rate
  - Significant expansion of roles and responsibilities as service demands have increased
  - Lack of external recruitment
  - Opportunities to innovate and horizon scan are not maximised, as staff are so pressured
- 4.2 Prevention agenda is core to the city and the HSCP homelessness strategy, indeed it is key to delivering better outcomes for the most vulnerable citizens in the city. It must be acknowledged that while this key work stream is being prioritised, resources are limited, and staff are often challenged, as over 28% of staff posts in the locality teams are funded via RRTP monies which are secured on a yearly basis from Scottish Government funding. Again, this means that

OFFICIAL

## **OFFICIAL**

critical work can often feel short term and difficult to implement fully as staff are not confident about their long-term future employment.

### **5. Recommendations**

5.1 The Integration Joint Board is asked to:

- a) Note that a service review has commenced in Homelessness; and
- b) That the HSCP will report back to the IJB in March 2025 on the recommendations and outcomes.