

SOCIAL WORK SERVICES

ANNUAL SERVICE PLAN and IMPROVEMENT REPORT (ASPIR)

2015-2016

April 2015



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Introduction

The Social Work Services Annual Service Plan and Improvement Report (ASPIR) 2015 - 2016 is the sixth report to be produced by the service, and the final ASPIR before planning and delivery of social care services in Glasgow becomes integrated with community health services following enactment of the Public Bodies (Joint Working) (Scotland) Act 2014. The ASPIR provides a progress report on the delivery of the Council Strategic Plan, Single Outcome Agreement (SOA) and major service priorities.

The aim of the ASPIR is to review targets set for the period 2014 - 2015 and provide contextual and statistical evidence about how well we have performed in meeting our objectives. The ASPIR also looks ahead to the period 2015 - 2016 and where necessary sets out our refreshed targets and milestones for the period. In addition, this report sets out the service's approved budget changes and savings requirements for 2015-2016.

This document provides relevant information on the service's performance to a range of interested parties, including service users; members of the public; staff within the service and other council services, partner agencies and Elected Members of the Council.

Social Work Services Values, Vision and Aims

The service values underpin our vision and aims as illustrated below:



Values:

- Protect the rights and promote the interests of service users and carers
- Promote the independence and self-determination of service users
- Respect the rights of service users while protecting them from harming themselves or other people
- Foster a culture of rights and responsibilities among service users, carers and communities.

Section 1: Strategic Plan Commitments

This ASPIR reports on Social Work Services progress in meeting the priorities set out in the Council's Strategic Plan 2012-2017. The Council Strategic Plan is based around 5 thematic themes, Social Work Services lead on the theme “**A city that looks after its vulnerable people**”. The details below provide information on the progress we have made over the last 12 months against the priorities set against this theme:

- Of 24 commitments, 21 (87.5%) are completed, or where the commitment relates to ongoing service provision the necessary infrastructure has been put in place to support this
- 3 (12.5%) commitments are not yet delivered, but plans are in place to ensure delivery within the life of the Strategic Plan

Strategic Council Plan Theme Four A City that looks after its Vulnerable People		Strategic Council Plan Commitments	
SCP Ref	Commitments	Progress against highlighted elements	Delivery Measures and Targets
4.01	We have increased our payments to kinship carers by 20% in 2012 and aim to increase this by a further 5% by 2015/16. We will continue to lobby for kinship carers rights at a Scottish and UK level. (Social Work Services)	Following a 20% increase in payments to kinship carers in 2012, our aim was to increase this by a further 5% by 2015/16. We achieved and exceeded this aim ahead of the target date by further increasing kinship carer payments by 7% during 2013/14. For the current year payments to carers have been maintained at £50 per week per child plus a single payment of £200 per child which is paid before Christmas.	<ul style="list-style-type: none"> ▪ Number of children in kinship care placements ▪ Increase to kinship care payments
4.02	We provided child protection services for 977 children in Glasgow in 2011/12 and all of these children were assigned a care manager. We will continue to intervene early and robustly to protect children. (Social Work Services)	We provided child protection services for 1,096 children during 2013/14, compared to 993 the previous year. In line with this, 1,046 children received a child protection service during the first three quarters of 2014/15. This upward trend is the result of earlier intervention and improved multi-agency working. All children receiving a Child Protection service are allocated a Social Worker. The outcome-focussed Child Protection Plan is based on the national approach Getting it Right for Every Child (GIRFEC) set out by the Scottish Government.	<ul style="list-style-type: none"> ▪ Child Protection – Number of children receiving a service ▪ Child Protection - % assigned to a care manager. ▪ Number of children on the Child Protection Register.

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4.03	We will guarantee all children leaving care a job or college place and, most importantly, find innovative ways to support them to sustain the place and to attend college or training. (Social Work Services)	We are working towards all young people leaving care having positive destinations into employment, training or education. Year on year the numbers of care leavers moving into positive destinations has improved in the period 2013-2014 this rose to 64%, that is a 6% increase on previous year. Improvement actions been put in place to drive performance towards the 75% target.	<ul style="list-style-type: none"> Percentage of young people receiving a leaving care service that are known to be in employment, education or training. As from April 2014 our aim is to support 75% of young care leavers into employment, training or further education.
4.04	We will work in partnership with the Health Board to tackle health inequalities. The Director of Public Health will lead work to identify priority issues where we can make the most impact. This will include the areas we have been addressing in partnership including tobacco, alcohol, obesity, mental health and physical activity. (Health Improvement Workstream)	The Health Improvement and Inequalities Group (HIIG) is chaired by the Council's Spokesperson for Health Inequalities and a work programme for 2014 has been established.	Key actions this year include a renewed focus on implementing the new Glasgow Tobacco Strategy 2014 -17, linking with the Alcohol priority of the SOA citywide implementation plan and updating the work previously undertaken through the Healthy Weight Action Plan.
4.05	We are developing a planned response with our partners to the national welfare reforms taking a strategic view on how it impacts on the city and quality of life for individuals and families. We will reform our services to meet the requirements to deliver new benefits and plan for how they impact on the city. Early emerging issues are the impact on vulnerable people, jobs and the economy and housing and homelessness. (Corporate Welfare Reform Group)	<p>The impact of Welfare Reform on the most vulnerable service users continues to require a planned response with our partners to address impacts on the city and quality of life for individuals and families. As the reforms are being phased in over a period of time, detailed information on their impact will only become available over time.</p> <p>There has been significant slippage in the Government timetable for roll out of two key Welfare Reforms:</p> <ul style="list-style-type: none"> Universal Credit was initially scheduled for national roll out in October 2013, however we are unlikely to see Universal Credit 	<p>The Scottish Welfare Fund came into effect on 1 April 2013 and offers crisis and community care grants. This is an interim scheme for 2 years, until April 2015.</p> <ul style="list-style-type: none"> Measure the number of awards received by Glasgow citizens.

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		<p>being introduced in Glasgow until after 2015.</p> <ul style="list-style-type: none"> The planned reassessment of current DLA recipients who will be required to claim Personal Independence Payments (PIP) has been delayed. It has been introduced in some parts of Scotland but with no identified date for Glasgow. <p>Scottish Welfare Fund – given demand at the moment, it is anticipated that the allotted £7.7 million will be fully spent at financial year end. To date over 16,000 Glasgow citizens have received an award.</p> <p>Glasgow's Advice and Information Network (GAIN) continue to provide financial advice and support to individuals</p>	
4.06	<p>Our Financial Inclusion Strategy sets out how we will ensure that our most vulnerable citizens can access advice and information to prevent them being financially excluded and enable them to fully contribute and participate in the social and economic life of the city. Some specific approaches include:</p> <p>Social Work Services, Welfare Rights Team:</p> <ul style="list-style-type: none"> The Appeals Team provide representation to Glasgow residents at social security appeal tribunals to ensure our citizens are supported to pursue their right to receive correct benefit entitlement. Income Maximisation teams provide a 	<p>The Appeals Team:</p> <ul style="list-style-type: none"> Between January and September 2014 the Appeals team represented at 752 appeals. This extrapolates to 1,002 appeals by 31st December Our success rate for concluded appeals is 60%. The average financial gain per successful appeal this year to date is £6,110.23. This is an increase on last year's figure of £5,129.30 so that although the number of appeals is down, the average financial gain per successful award has risen significantly. <p>The Income Maximisation team:.</p> <ul style="list-style-type: none"> made 3,898 visits to service users between January and December last year. 	<p>Appeals Team:</p> <ul style="list-style-type: none"> Current year team representation at hearings (average) Average financial gain per successful appeal <p>Income Maximisation team:</p> <ul style="list-style-type: none"> Number of home visits by team. The target for 2014-2015 is 3,500.

**Strategic Council Plan Theme Four
A City that looks after its Vulnerable People**

Strategic Council Plan Commitments

SCP Ref	Commitments	Progress against highlighted elements	Delivery Measures and Targets
	<p>home visiting service to assist service users to make appropriate claims that ensure their benefit entitlement is maximised.</p> <p>The Helping Heroes campaign ensures veterans, their families and carers receive local access to a range of services including financial, employability, housing and health advice.</p> <p>Our MacMillan and Long Term Conditions project, which provides targeted early intervention and support to ensure that poverty and broader social exclusion are not the consequence of a diagnosis of cancer or other long term health condition. Over the life of the Plan, we will ensure that this service reaches even more people.</p>	<p>Our Welfare Rights training team also provides benefits training to front line Social Workers and to organisations providing Welfare Rights Advice to allow them to assist Glasgow residents to make appropriate claims for benefits.</p> <p>Helping Heroes Campaign</p> <ul style="list-style-type: none"> ▪ Glasgow Advice and Housing services are working together to assist almost 118 veterans who have secured housing. ▪ Glasgow Veterans Employment Programme (GVEP) has secured 32 funded posts since the launch of the programme in August 2013. <p>The MacMillan and Long Term Conditions Project</p> <ul style="list-style-type: none"> ▪ Provided a service to 2,677 people in 2013 and achieved financial gains for clients totalling £4,591,492. ▪ In 2013/14 the Long Term Conditions support service was successfully extended to include Dementia, Alzheimer's, Heart Disease, Stroke, Chronic Pulmonary Disease and Cystic Fibrosis. Currently the service is being further extended to people affected by Huntington's disease. 	<p>Helping Heroes Campaign</p> <ul style="list-style-type: none"> ▪ Numbers of veterans who have secured housing ▪ Number of veterans who have secured employment <p>The MacMillan and Long Term Conditions Project</p> <ul style="list-style-type: none"> ▪ Number of people receiving a services from the project ▪ Target for additional benefits in 2013-2014 is £5million.
4.07	We will continue to work with referred young people with alcohol problems. We will work with social landlords to reduce anti-social behaviour and where necessary take action against	The Greater Glasgow and Clyde Alcohol and Drug Prevention, Education Model and the Greater Glasgow and Clyde Alcohol and Drug Prevention and Education Evidence document	Work to reduce alcohol and anti-social behaviour by young people is being tackled across the city on a number of fronts. The key measures listed below are provided from a

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A City that looks after its Vulnerable People

Strategic Council Plan Commitments

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	<p>underage drinkers and their families. We have a number of established initiatives in schools to work with young people early on alcohol. This work will continue from 2012 through to 2015-2016 (Social Work Services)</p>	<p>(2012-17) are now utilised across the city.</p> <p>The Glasgow Council on Alcohol provides a local service in each of the City's 3 sectors and delivers the Core Alcohol and Drugs Prevention and Education Service, which provides a coordinated and consistent approach to alcohol and drug prevention and education.</p> <p>The Community Addiction Teams continue to maintain and support a number of children and young people. The transfer of reporting from Carefirst 5 to Carefirst 6 means that reliable caseload numbers are not currently available, although a snapshot report from March 2015 suggested around 103 children and young people being supported by CATs. New reports are being developed to provide this information on an ongoing and reliable basis.</p> <p>Community Addiction Teams are routinely included as part of Special Needs In Pregnancy clinics.</p> <p>A co-ordinated approach continues in early years to raise resilience and protective factors through the 'Oh Lila' nursery programme.</p> <p>The delivery of alcohol and drug addiction-specific training to Children's Panel members in Glasgow remains ongoing.</p> <p>Education Services continue to work with a wide range of partners, including Greater Glasgow and Clyde NHS Board, Glasgow</p>	<p>range of services in the city:</p> <ul style="list-style-type: none"> ▪ Joint Social Work and NHS Services Addiction Teams ▪ Education Services: initiatives to inform children of the impact of drug and alcohol misuse and risk taking behaviour ▪ Community Safety Services: <ul style="list-style-type: none"> ▪ Early identification of young people misusing drugs or alcohol in communities. ▪ Progress reports on the implementation of the Alcohol Brief Interventions (ABI). ▪ Number of anti-social behaviour enforcement measures.

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A City that looks after its Vulnerable People

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		<p>Council on Alcohol (GCA) and the Greater Easterhouse Alcohol Awareness Project (GEAP) to focus children on the impact of alcohol misuse and risk taking behaviour.</p> <p>Some Additional Support Needs (ASN) Secondary school staff are working with ENABLE Scotland to introduce a programme to assist the development of informed personal choices. This programme is designed around substance misuse education for some of the city's most vulnerable young people.</p> <p>We are continuing to work to reduce anti-social behaviour. Anti-Social Behaviour Enforcement measures are recorded via Glasgow Community Safety Services. Comparison of the numbers of Orders issued during 2013/14 (281 issued) with the first 5 months of the current year (April to August 2014 – 92 issued) suggests that we may see a reduction in the annual number of Orders at year end 2014/15.</p>	
4.08	<p>We will continue to tackle the health problems related to over consumption and provision of alcohol by working with community planning partners to change the culture in Glasgow around alcohol and excessive drinking. We will also work to reduce the availability and consumption of alcohol and drugs. Most of this work will take place during 2013 - 2014. (Community Safety Services Glasgow)</p>	<p>The Alcohol and Drug Partnership (ADP) provides strategic leadership across the city to reduce accessibility and the misuse of alcohol and drugs in communities. Current initiatives that are being put into practice include:</p> <ul style="list-style-type: none"> ▪ Community Safety Services Glasgow is working with communities to identify and respond to alcohol related problems at a neighbourhood level. ▪ The “Your Community” website has been developed to enable people living in the City to easily report incidents including those related to alcohol misuse. This 	<ul style="list-style-type: none"> ▪ Progress reports on the ADP Action plan

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		<p>project is currently being piloted in Ward 9.</p> <ul style="list-style-type: none"> We are currently refining the Alcohol Brief Intervention (ABI) model with community based housing providers and their tenants. Initial focus is in three South Thriving Places. 	
4.09	<p>We will continue to work with schools to reduce smoking amongst young people. Lung cancer rates amongst women in Glasgow are particularly poor. Our primary and secondary schools deliver tobacco education programmes and we have reviewed our materials to ensure that these are in line with the Curriculum for Excellence. (Education Services)</p>	<p>Education Services continue to work in partnership with a wide range of partners such as the NHS, GCA and GEAP to promote and develop substance misuse education and, increasingly, to focus on the impact of risk taking behaviours.</p> <p>Staff in some ASN Secondary schools will be linking with ENABLE Scotland to introduce a programme to assist the development of informed personal choices. This programme is designed to support substance misuse education for some of the city's most vulnerable young people.</p> <p>The Substance Misuse Toolkit is an interagency/ inter-authority resource that supports staff working with older children and young people in schools and children's units. The Toolkit provides access to material, training and contacts for substance misuse education. The increasing, concerning, use of e-cigarettes will be a key focus.</p>	<p>This work is ongoing in Schools in the city.</p>
4.10	<p>We want to protect and nurture people's mental health and we will work with NHS Greater Glasgow and Clyde, the Scottish Association for Mental Health and the Glasgow Association for Mental Health to deliver this. Our priorities</p>	<p>NHS Greater Glasgow and Clyde, the Scottish Association for Mental Health and the Glasgow Association for Mental Health have:</p> <ul style="list-style-type: none"> Produced a joint commissioning plan for 	<ul style="list-style-type: none"> Update reports for the Mental Health Social Care Group DRS report on progress on Housing Support.

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	<p>over 2012-2014 are;</p> <ul style="list-style-type: none"> ▪ to establish joint commissioning of services with NHSGGC ▪ to ensure rehabilitation and care, and that there are employment opportunities ▪ that mental health is taken account of in local housing policies. 	<p>Mental Health services including Joint Tender for Advocacy Services for Adult Mental Health, Older People and Learning Disability.</p> <ul style="list-style-type: none"> ▪ Improved employment outcomes for people with mental health difficulties we are working with partners to develop a process of recording this activity. ▪ Secured Silver Status in the Healthy Working Lives Award as we recognise the need to ensure the good mental health of our own staff. <p>Development and Regeneration Services (DRS) are leading on Housing Support for people with Mental Health through the Glasgow Housing Strategy.</p>	
4.11	<p>We will develop an Independent Living Strategy with the Glasgow Disability Alliance following on from the launch event on 20th September 2012. We will produce a statement of intent from the Glasgow Family Group to support this strategy. (Corporate Chief Executive)</p>	<p>The Independent Living Strategy Board has been established to develop the Independent Living Strategy. The Board membership includes Glasgow Disability Alliance (GDA) and Glasgow Centre for Independent Living (GCIL).</p> <p>The strategy will set out the priorities for reform and improvement over the next two years, which include:</p> <ul style="list-style-type: none"> ▪ improved lifelong learning access and outcomes ▪ improved youth employment prospects for disabled people. 	<ul style="list-style-type: none"> ▪ Measures to be determined through Glasgow Community Planning Partnership public sector reform initiative, One Glasgow.
4.12	<p>We want to ensure more people can live at home or in the community independently,</p>	<p>Reablement Results show that over 40% of the individuals</p>	<ul style="list-style-type: none"> ▪ Number of people receiving a reablement

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Strategic Council Plan Commitments

SCP Ref	Commitments	Progress against highlighted elements	Delivery Measures and Targets
	<p>when it is safe for them to do so. We have agreed priorities with NHS Greater Glasgow and Clyde to support this. This includes ensuring that no one should remain in hospital for more than 6 weeks after they have been assessed as suitable to go home. Over 2012-2015 we will build on new ways of working to include: (Social Work Services)</p> <ul style="list-style-type: none"> ▪ Reablement is a care service tailored to support people to re-learn daily tasks that enable them to live independently. ▪ personalisation of social care; specifically we will aim to ensure 2,500 people have support plans in place; ▪ working with housing associations to ensure there is a range of suitable housing; and ▪ extending the use of technology to allow people to remain in their homes for longer with support. 	<p>who have received a Reablement Homecare support service no longer require a service, as they can successfully live independently.</p> <p>6,701 people received a reablement service in the period 2013/14. Between April and June 2014 the number of service users supported each week via Reablement increased by 35% from 464 to 625. Over the same period, of the people who received post-Reablement Homecare support, 38% required no further service because their independence has been optimised.</p> <p>Personalisation Social Work Services continue to successfully roll out personalised services. By June 2014 3,409 individuals had a personalisation support plan in place.</p> <p>Suitable Housing and Technology Working within the One Glasgow Vulnerable Older People's work stream Social Work Services with Glasgow Housing Association (GHA) and other partners are developing a hub and cluster accommodation base which will use telecare and other technology to enhance residents' safety and support.</p> <p>A multi-agency steering group has been established and a Project Manager appointed who will implement the project. Structural and service development work will progress at the identified site in Nitshill through 2014/15.</p>	<p>service.</p> <ul style="list-style-type: none"> ▪ Number of people with a personalisation support plan in place.

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SCP Ref	Commitments	Progress against highlighted elements	Delivery Measures and Targets
4.13	Fuel Poverty remains a significant challenge to Glasgow. We are developing an Affordable Warmth Strategy to meet the challenge of fuel poverty in Glasgow. As part of this, we will continue to provide an affordable warmth dividend of £100 to those aged over 80 who live in the city to tackle fuel poverty and ensure older people can meet rising fuel costs. (Land & Environmental Services)	The affordable warmth budget which is administered by Financial Services, has been set at £1,500,000 for 2014/15. For the fourth year running an Affordable Warmth Dividend of £100 is being offered this winter to all residents of Glasgow who are over the age of 80 (approximately 22,000 people).	<ul style="list-style-type: none"> Number of Glasgow residents who have received the affordable warmth dividend.
4.14	We have appointed a Carers Champion and will appoint a carers board with representation from across the sector to advise and steer our work with carers, listen to their priorities and implement approaches to support them, involving them directly in the development of services. (Social Work Services)	The Carers Reference Group (CRG), previously chaired by the Carers Champion, has recently appointed carers as the chair and vice chair. The Carers Champion will continue to work with the CRG and support them to achieve their objectives. Carer representatives from the CRG attend the Personalisation Sub Group and work with the Carers Strategic Planning Group..	Carers continue to influence improvement and development of services.
4.15	We will introduce a Carers Card with discounts and entitlements to services for our carers. (Social Work Services)	All carers who provide care for a Glasgow resident are eligible to receive a Carers Privilege Card free of charge. This card which was launched in September 2013 continues to be promoted through the GCC Carers Card website, Carers Information Line and by the Carer Services and Centres across the city. Over 7,500 carers cards have been issued to date.	<p>Key measure</p> <ul style="list-style-type: none"> Number of carers who have received a Carer's Privilege Card

Section 2: Single Outcome Agreement (SOA)

Below is some of the work that Social Work Services take forward to contribute to achieving the priorities in Glasgow's SOA. The priorities are: Alcohol, Youth Employment and Vulnerable People.

As stated in Section 1 Social Work Services, with partners, has responsibility to manage the Council Strategic Plan theme "A City that looks after its Vulnerable People". The SOA priorities are underpinned in this plan under the Vulnerable People theme and therefore work being undertaken to reduce alcohol misuse, improve youth employment and protect vulnerable citizens is comprehensively described in Section 1 of this report.

SOA Priority Youth Employment

In addition to the information provided in Section 1, the service identifies opportunities for vulnerable people to gain access to education, training and employment. Some examples of this work are listed below, Social Work Services working with partners:

- Aim to support 75% of young care leavers into employment, training or further education.
 - The Supported Employment Service* supports people with learning disabilities to access and sustain full time employment. The service has an annual target of 25 full time based jobs. The service is for all age groups, however, 50% of the referrals are within the 16 – 25 age group.
- * Within the Supported Employment Service a job coach develops an in depth vocational assessment of skills; abilities and aspirations of the client in order to tailor job search activities towards jobs which would be appropriate matches. The job coach works intensively with employers before, during and after recruitment and coaches a client on the job until they are confident about carrying out all the tasks required of them by the employer. The service has an 82% sustainability rate at 6 months which compares favourably with mainstream provision.

Section 3: Service Priorities

Social Work Services are currently working on a number of service improvement initiatives, preparing for a significant organisational and structure change through the integration of health and social care services and managing increased demand on services at a time when resources and funding are restrained. In addition we are working to ensure Social Work functions prioritise early intervention and prevention, by providing support to Glasgow's vulnerable citizens that is proportionate to their needs and is planned with specific outcomes that result in an increase in individuals' independence and reduced need for social work intervention.

Integration of Health and Social Care

The Public Bodies (Joint Working) (Scotland) Act 2014 received Royal Assent on 1 April 2014; the Act requires local authorities and health boards to integrate community health and social care services. The legislation requires the integration of all adult community health and social care services as a minimum, and allows partnerships to include other services as they see fit. In February 2014, Glasgow City Council Executive Committee agreed that *all* Social Care services, including Children and Families and Criminal Justice, will be included within the Glasgow Health and Social Care Partnership. This is a major organisation and structural change to how social work services carries out its business. The Partnership's Integration Joint Board (IJB), which oversees development and implementation of the Strategic Plan for integrated health and social care services, is expected to be established in June 2015.

Social Care Direct

Social Care Direct (SCD) is a jointly managed service delivered by Social Work Services and Customer and Business Services (CBS), which is intended to be the first point of contact for all general enquiries and new referrals to Social Work. SCD adult services has been established since September 2012 with Children and Families services commencing February 2014. Further development of the SCD model is currently underway to ensure that SCD continues to support the strategic direction of Social Work Services.

Joint inspection of Social Work and Health Services for Older People in the Glasgow City

A joint inspection of the care of older people by the Care Inspectorate and Health Improvement Scotland commenced in August 2014. The inspection looked at how older people in Glasgow are supported by health and social care services to remain in their own homes or in a homely setting. The findings of this inspection and any recommendations made will shape future development of integrated health and social care services to older people in the city.

Social Impact Bond

A Social Impact Bond (SIB) is a financial contract between socially motivated investors and the public sector to pay for improved social outcomes. The Scottish Government and Glasgow City Council (GCC) are very interested in exploring this method of funding. Glasgow City Council made a decision to concentrate on improving services for young people leaving care as the most applicable for the SIB bid and this project will be used as GCC introduction to this approach. The funding will be used for a range of interventions to improve outcomes of approximately 50 to 100 of the most vulnerable care leavers with complex needs.

The bid has been linked to the activity that has previously been carried out by the Improving Leaving Care Services Working Group. This work provided us with intelligence on what works and identified service capacity gaps. This has enabled the development of a proposal for the SIB bid to build capacity and resources around service models that we know already work in the City.

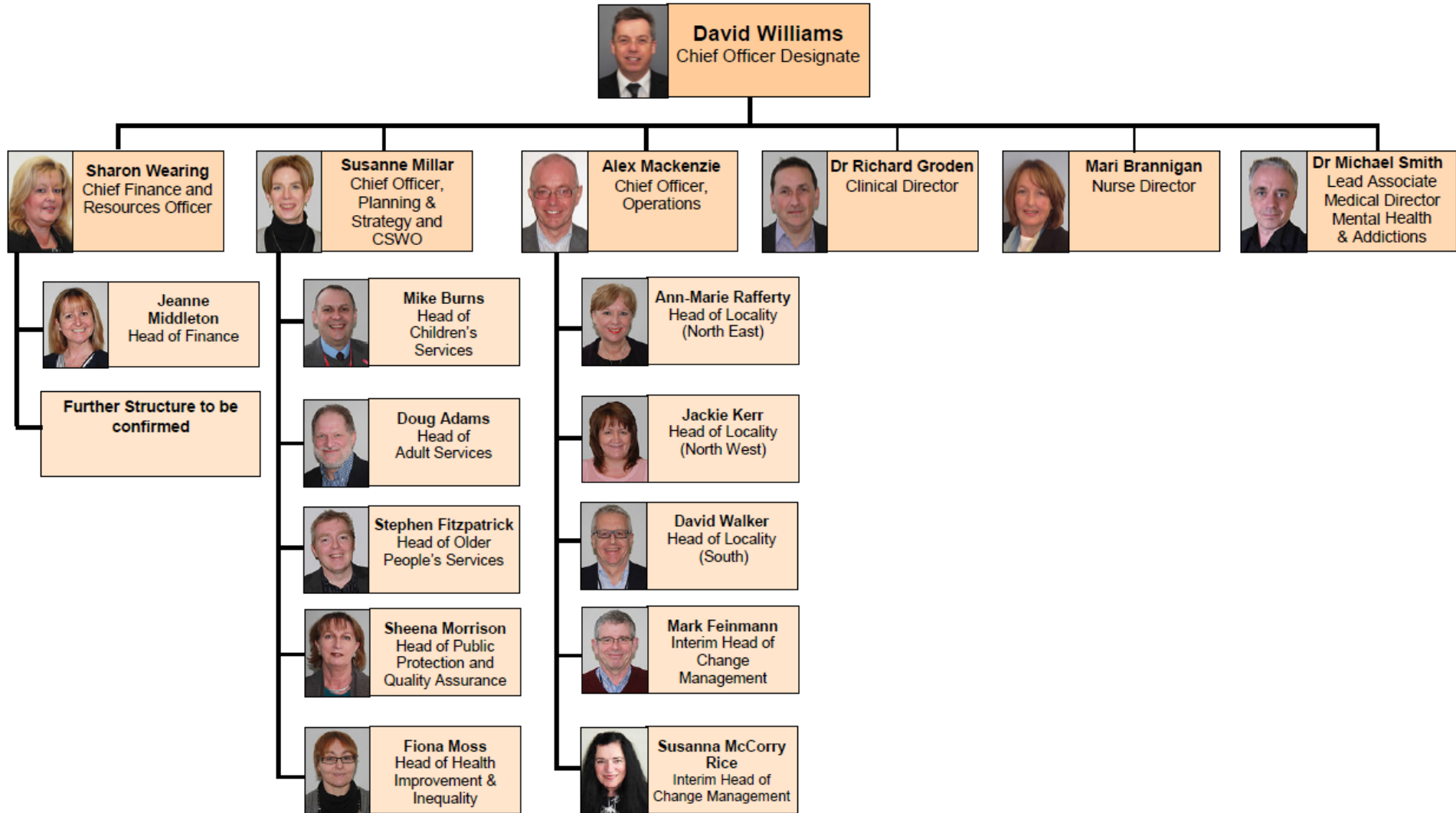
The Improving Leaving Care Working Group membership includes statutory and third sector organisations. The purpose of the group is to promote collaborative working, make the most effective use of existing resources and collectively seek external funding. A trigger for this work is the financial constraints experienced by the statutory and third sector organisations and the significant change to the range of duties and powers that affect those children and young people in care and care leavers through the implementation of the Children and Young People Scotland (Act) under Parts 9 – 14.

Section 4: Resources and Organisation

Service Structure: Senior Management

The senior management structure of Social Work Services is under review in light of integration with the former Glasgow Community Health Partnership and the move towards a joint management structure under the Chief Officer. The management structure with effect from May 2015 is as follows:

**Glasgow Health and Social Care Partnership
Executive and Senior Management Structure
5 May 2015**



Staff Resources

The number and percentage of staff that are:													
Grade(s) (FTE)	MALE		FEMALE		WHITE		ETHNIC MINORITY		DISABLED		TOTAL		
	No	%	No	%	No	%	No	%	No	%	No	%	
1 to 4	140.79	24.75%	428.15	75.25%	366.29	64.38%	29.19	5.13%	6.06	1.06%	568.94	16.35%	
5 to 7	635.39	25.42%	1864.08	74.58%	1985.73	79.45%	56.53	2.26%	97.02	3.88%	2499.47	71.86%	
8	97.74	33.98%	189.86	66.02%	251.19	87.34%	10.50	3.65%	6.0	2.09%	287.60	8.26%	
9 to 14	20.00	27.56%	52.56	72.43%	64.56	88.97%	0	0%	1	1.38%	72.56	2.16%	
Non PGS*	7	14.21%	42.26	85.89%	28.26	57.37%	2	4.06%	0	0%	49.26	1.4%	
Totals	900.92	25.9%	2576.91	74.01%	2696.03	77.52%	98.22	2.82%	110.08	3.16%	3477.83	100%	
											Ethnicity Not Declared	683.58	19.66%

*Non Pay and Grading Structure

Service Structure

At high level, Social Work Services is split into three local delivery areas, with a number of cross-cutting functions and a strategic centre. The overall structure of Social Work Services will evolve during 2015/16 as we move towards integration of health and social care; future developments in this area will be communicated later in the year.

Financial Resources - Budget

Social Work Services Objective Level

Expenditure	2014/15 Estimate	2015/16 Estimate
Community Care	374,678,900	371,033,400
Children and Families	128,634,700	129,994,400
Criminal Justice	17,839,000	16,614,500
Fieldwork	18,905,400	9,614,500
Other Services	12,985,200	10,954,200
Direct Departmental Expenditure*	553,043,200	538,211,000
Central Charges*	15,533,300	31,830,800
TOTAL EXPENDITURE	568,576,500	570,041,800
Income		
Community Care	118,370,700	121,017,800
Children and Families	1,045,900	1,047,800
Criminal Justice	18,710,400	18,583,800
Fieldwork	1,727,600	1,582,700
Other Services	230,400	264,300
TOTAL INCOME	140,085,000	142,496,400
NET EXPENDITURE	428,491,500	427,545,400

Social Work Services Subjective Level

Expenditure	2014/15 Estimate	2015/16 Estimate
Employee Costs	153,305,800	142,075,600
Premises Costs	22,119,600	23,346,700
Transport Costs	5,974,900	4,773,500
Supplies & Services	20,905,200	18,382,100
Third Party Payments	323,051,500	322,238,600
Transfer Payments	26,737,400	26,422,000
Financing Costs	948,800	972,500
Allocations	15,533,300	31,830,800
TOTAL EXPENDITURE	568,576,500	570,041,800

Social Work Services draft 2014- 2015 outturn

Draft unaudited service outturn £3.7m overspend at year end.

*The significant reduction in Direct Departmental Expenditure and corresponding increase in Central Charges between 2014/15 and 2015/16 relates to the transfer of staff from SWS to CBS under Tomorrow's Support Services.

Staff Development

Social Work Services remain committed to the development of staff, with the output of the Learning & Development Team focussed on the core needs of the service. The team continues to deliver a wide variety of training programmes to support the delivery of high quality social care services in Glasgow.

EDRMS and Information Management

The service continues to prepare for migration of all of its unstructured electronic documents (e.g. word, pdf, excel files) from our shared Windows drives to Livelink, a new web-based Electronic Document Records Management System (EDRMS). The Livelink project will assist the service and wider Council to meet its obligations in relation to the 2011 Public Records (Scotland) Act; reduce business risk; boost productivity; reduce costs; and improve information quality.

Livelink is already being used by staff working with files relating to; Communications & Marketing; Risk & Business Continuity; Learning & Development; Finance; HR; Rights and Enquiries and Research and Practice Audit. File planning is now underway to develop the area to be used by staff working with service users and providers, and Local Information Managers are being supported to assist staff in their areas to prepare for migration of the information they access. Planning work is ongoing to ensure migration of all information within agreed timescales.

Mobile Working

The council's IT refresh programme has rolled out across Social Work Services, with approximately 1800 fieldworkers and managers provided with hybrid tablet / laptop devices to support mobile working. Phase 1 of the rollout is now complete, and work is underway on phase 2 to realise the benefits of a mobile working approach.

Section 5: Performance and Future Targets

1. Full Year figures for Council Plan /SOA/ Service measures and indicators

Performance Report for 2014-15 and Targets for 2015-16

The following key sets out the thresholds for the Corporate System of RAG coding of performance information:

- Green** Where performance is within 2.49% of the target
- Amber** Where performance misses the target by between 2.5% and 4.99%
- Red** Where performance misses the target by 5% or more

The following key reflects the 'Golden Thread', setting out where our ASPIR performance indicators feature in other local and national policy and performance frameworks:

- CSI** Corporate Scorecard Indicator
- SPC** Strategic Plan Commitment
- EOI** Equality Outcomes Indicator
- SPI** Statutory Performance Indicator
- HEAT Target** Health Improvement, Efficiency, Access to Services and Treatment. This is an internal NHS performance management system

The tables below represent the performance of Social Work Services across Glasgow in relation to the service's key performance indicators. Please note that the figures given relate to the year end (Q4) figure unless otherwise indicated:

Staffing

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
Sickness Absence Rate	5.25%	5.09%	4.7%	<5% (2.3 average days lost)	5.95% (3.0 average days lost)	<5% (2.3 average days lost)	Red	This is the absence rate for Periods 11-13 (20/12/14 – 31/03/15), which equates to Q4. Disappointingly we did not meet our target at year end this year despite robust absence management procedures being in place.

Customer Focus

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
Complaints							Green	We exceeded all our targets for handling and responding to customer comments, complaints and enquiries in 2014-15.
Number of comments & enquiries received during 2014-15	228	246	208	n/a	160	n/a		
Number of complaints received during 2014-15	478	516	601	n/a	604	n/a		
Total	706	762	809	-	764	-		
% of the total handled within 15 working days	79%	84%	76%	70%	75%	70%		
% of complaints responded to within 15 working days	74%	80%	69%	65%	70%	65%		
% of complaints responded to within 28 calendar days (statutory deadline)	90%	90%	87%	85%	86%	85%		
Elected Member Enquiries							Green	This year there was a 7% increase in the number of enquiries received. Despite this increase, we exceeded our target providing responses to 93% of enquiries within 10 days of receipt.
Number of enquiries received during 2014/15	1,233	1,393	1,432	n/a	1,531	n/a		
Percentage handled within 10 days	93%	96%	95%	80%	93%	80%		

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
FOI Requests							Green	Despite a 13% increase in the number of Freedom of Information requests since 2013/14, we remained within the target range providing responses to 88% within the statutory timescale of 20 working days.
Number of requests received during 2014/15	194	190	192	n/a	217	n/a		
% responded to within 20 working days of receipt	95%	96%	95%	90%	88%	90%		
DP Subject Access Requests							Green	We met our target for DP Subject Access Requests, providing responses to 90% within the statutory timescale of 40 calendar days.
Number of DP Subject Access Requests received during 2014/15	-	57	125	n/a	112	n/a		
% responded to within 40 calendar days of receipt	-	91%	85%	80%	90%	80%		

Employability – Care Leavers

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
Employment Status								
Percentage of young people receiving a leaving care service known to be in employment, education or training.	51%	58%	65%	75%	66%	75%	Red	There has been only a very slight improvement in performance over the past 12 months. This issue has been highlighted to SW Senior Management and improvement actions have been put in place.
SPC EOI								

Adult Services - Older People Reviews and Home Care

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
Older People Reviews								
% of older people (65+) resident in a Purchased Care Home placement reviewed in the last 12 Months. CSI	-	41%	37%	100%	34%	100%	Red	In 2014/15 we did not meet the target set for reviews of older people in Purchased Care Home placements despite the introduction of a revised review process.
% of older people (65+) receiving home care services reviewed in the past 12 months. CSI	-	75%	85%	85%	85%	85%	Green	We have continued to meet the target set for reviews of older people receiving home care services each quarter over the last 18 months.

Adult Services – Care Homes and Delayed Discharges

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
Care Homes								
Number of Older People 65+ in long stay care home placements (includes purchased, voluntary and directly provided placements). (snapshot figure)	3,877	3,907	3795	< 4,000	3,574	< 4,000	Green	We have not exceeded the upper limit set for the number of older people in residential care. Over the last 2 years the number of older people in care home placements (year-end snapshot) has fallen by over 8%.
Delayed Discharges								
Number of people remaining in acute hospitals 4 weeks or more after being assessed as ready for discharge	2	6	15	0	35	0	Red	There were 35 delayed discharges at the mid-March 2015 census date. A new approach to managing delayed discharges is currently being rolled out.

Adult Services – Carers, Reablement, Adult Support and Protection (ASP)

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
Carers								
Number of Carer Assessments completed during 2014/15.	-	658	1,507	1,000	1,601	TBC	Green	In 2014/15 we exceeded our target in relation to carer assessments by 60%.
Percentage of carers who feel able to continue in their role as a carer	-	-	-	65%	76%	65%	Green	New Indicator for 2014/15. We exceeded our target in relation to this indicator.
Reablement								
Percentage of service users who completed a Reablement Service who were “satisfied” or “very satisfied” with the service (Annual Survey)	-	97%	100%	90%	89%	90%	Green	We met our target in relation to service user satisfaction.
Percentage of Service Users in scope (i.e. requiring care at home) referred for a Reablement Service.	-	-	57%	100%	100%	100%	Green	Excellent progress has been made in relation to screening for Reablement. All of our service users who require care at home are screened for suitability for a Reablement Service.
Number of service users fully/partially completing a Reablement programme between Jan – Dec 2014	-	-	1,731	-	2,770	-	n/a	In 2014 there was a 60% increase in the number of Service Users progressing Reablement in comparison with the previous year. Additional Information: 36.5% of Service Users who complete a Reablement programme require no further homecare service.

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
Percentage reduction in the number of ongoing home care hours provided where SUs have fully completed Reablement.	-	-	-	30%	43%	30%	Green	Reablement Service delivery has achieved and exceeded the 30% target. This percentage is based on Service Users who fully completed a Reablement programme between Jun and Aug 2014.
Adult Support and Protection								
Duty to Enquire completed within 5 working days from referral	-	53%	53%	90%	43%	90%	Red	We have not met the 5 and 8 day targets set for the completion of the Duty to Enquire and Completion of the ASP investigation respectively.
Completed ASP Investigations within 8 working days from referral	-	35%	23%	90%	23%	90%	Red	Adult Support and Protection procedures and targets are currently being revised. From ASP referral to completion is likely to be changed to 20 days in line with Child Protection procedures.
Management Information								
No. of ASP Referrals received during 2014/15	-	3,235	4,300	n/a	5,182	n/a	n/a	Over the last 12 months there has been a 21% increase in the number of ASP referrals received. In 2014/15 only 4% and 2% of ASP referrals moved to case conference, and review conference respectively.
No. of ASP Case Conferences held during 2014/15.	-	175	169	n/a	183	n/a	n/a	
No. of ASP Review Conferences held during 2014/15.	-	91	107	n/a	117	n/a	n/a	

Personalisation

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
Personalised Budgets – Adults and Children/Young People								
Number of service users with:								
<ul style="list-style-type: none"> an Individual Service Fund (ISF) 	-	-	1,736	No target set	2,093	No target set	n/a	Over the past 12 months the total number of Personalised Budgets has increased by 26%. In that time the increase in the proportion of direct payments has been greater than the increase in the proportion of individual service funds.
<ul style="list-style-type: none"> Direct Payment (DP) 	-	-	214	No target set	367	No target set	n/a	
Total	-	-	1,950	No target set	2,460	No target set	n/a	
Percentage of service users with personalised services taking support in the form of a Direct Payment	-	11%	11%	>15%	15%	>15%	Green	The proportion of direct payments met the 15% target for the first time at year end.

Alcohol and Drugs Services

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
Access to treatment								
Percentage of individuals receiving appropriate drug/alcohol treatment within 21 days that supports their recovery HEAT Target	-	91%	96%	90%	91%	90%	Green	This indicator is reported one quarter in arrears. At quarter 3 we ensured that 91% of service users received the appropriate treatment within 3 weeks.
Number of individuals entering community rehabilitation during 2014/15	-	959	907	n/a	788*	n/a	n/a	*Provisional figures as at 14 Apr. These figures indicate that the majority of alcohol and drugs service users receive treatment in a community, rather than a residential, setting. Complementary indicators, measuring the number of people successfully completing these services will be introduced in future. Reports are currently being developed.
Number of individuals entering residential support during 2014/15	-	151	182	n/a	129*	n/a	n/a	
Number of individuals entering specialist inpatient services during 2014/15	-	457	474	n/a	486*	n/a	n/a	
Total (2014/15)	-	1,567	1,563	n/a	1,403*	n/a	n/a	
Support for Children of parents with a substance misuse problem								
% of Parental Assessments completed (where assessment has been identified as being required)	-	-	61%	50%	86%	50%	Green	We exceeded the target in relation to the completion of parental assessments in each quarter of 2014/15. This indicator will be replaced during 2015/16 following the implementation of a new

								Parental Assessment e-form.
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Criminal Justice (CJ)

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
Community Payback Orders								
Number of new CPOs in the final quarter of 2014/15.	412	576	695	n/a	704	n/a	Green	Over the past 12 months performance increased significantly in relation to this indicator and at Q4 the 75% target was exceeded.
% of work placements commenced within 7 days of sentence	80%	77%	67%	75%	76%	75%		
Case Management Plans								
% of CPOs with a Case Management Plan within 20 days.	41%	59%	83%	75%	82%	75%	Green	We met and exceeded the target in relation to the proportion of clients with a case management plan within timescale.
Reviews								
% of 3 month reviews held within timescale	-	61%	59%	75%	63%	75%	Red	Although we did not meet target in relation to client review timescales, performance increased slightly during 2014/15. This issue is discussed routinely at monthly performance meetings and closely monitored. It is anticipated that ongoing scrutiny will result in improved performance during 2015/16.
Client Attendance Rate at review	69%	60%	48%	65%	34%	65%	Red	Performance in relation to client attendance slipped again during 2014/15. This appears to be due mainly to new recording procedures introduced as part of the migration to careJust. Immediately prior to migration, performance stood at 70% (Q3 2013/14). This issue continues to

be addressed by management.

Children & Families

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
Looked After Children								
Total number of looked after children (snapshot at year end)	3,742	3,634	3,588	n/a	3,477	n/a	n/a	At year end, 2,000 children were looked after at home (LAC), and 1,477 children were looked after away from home (LAAC).
<ul style="list-style-type: none"> Proportion looked after at home with family/friends. 	62%	60%	59%	>60%	58%	>60%	Amber	Although currently we remain within the target range for this indicator, the long term trend shows a slight decrease in the proportion of children looked after in the community in favour of being looked after away from home.
<ul style="list-style-type: none"> Proportion looked after away from home. 	38%	40%	41%	<40%	42%	<40%	Amber	
Primary Worker								
<ul style="list-style-type: none"> Children looked after at home or with family/friends (LAC) 	92%	89%	92%	100%	89%	100%	Red	Approximately 11% of looked after children (LAC) do not have a primary worker, however we continue to provide almost all looked after and accommodated children (LAAC) with a primary worker.
<ul style="list-style-type: none"> Children looked after away from home (LAAC). 	100%	99%	98%	100%	99%	100%	Green	
Care Plans								
Percentage of looked after and accommodated children with a Care Plan				100%	TBC mid-year	100%		The new Child's Plan is currently being implemented on careFirst. As staff training needs to be rolled out and a reporting process developed, it is anticipated that it will be mid-

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
								year before we are able to report on this indicator.
Recruitment of foster carers and adoptive parents								
Number of foster carers approved during 2014/15 (including respite care and shared care)	50	57	68	75	64	75	Red	<p>We did not meet our annual target of 75 new foster carer approvals during 2014/15.</p> <p>During the second half of 2014/15 there were a range of applicant issues which reduced the overall number approved by year end.</p> <p>The identification of these issues is a reflection of the high standard of quality assurance and the rigour of the assessment process.</p>
Number of foster carers (includes multi-dimensional treatment, respite care and shared care)	490	513	612	490	628	490	Green	In 2014/15 we continued to meet the target in relation to the number of foster carers.
Number of adoptive families approved during 2014/15	54	43	45	50	45	50	Red	<p>For 2014/15 the annual target for the number of adoptive families approved was increased from 35 to 50.</p> <p>Unfortunately we failed to meet our ambitious new target as a result of delays due to personal applicant circumstances</p>

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
								combined with the rigorousness of the assessment process.
Permanence								
Number of Looked after and accommodated children aged under 5	266	229	206	n/a	164	n/a	Red	Although we missed our target, performance improved by 9 percentage points over the last 12 months and we narrowly missed an Amber rating by 0.5% at year end.
% who have had a Permanency Review CSI	56%	72%	76%	90%	85%	90%		

Children & Families – SCRA Reports

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
SCRA Reports								
Number of New reports (offence & non-offence based) requested by the Reporter between April and December 2014.	2,276	1,575	608 (Q3 and Q4 only)	n/a	502 (Qu 1 to 3)	n/a	Green	Q4 figures are not yet available – figures relate to Q3 (Oct-Dec 14).
% of New SCRA reports submitted within 20 days/on time	26%	52%	55%	55%	55% (Q3)	55%		We met or exceeded the 55% target during Q1 to Q3. It is anticipated that performance will improve further as SCRA reports remain an important focus for Social Work Services.

Children & Families – Child Protection

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
Child Protection Register								
Number of children on the Child Protection (CP) Register at year end CSI	-	403	500	n/a	483	n/a	n/a	This indicator monitors the number of children on the CP register at the end of each quarter. The number of children on the register rose sharply during 2013/14 and has remained at this level during 2014/15.
Percentage of children on the Child Protection Register with a primary worker.	-	-	98%	100%	99%	100%	Green	We have continued to ensure that almost all children on the Child Protection Register have a primary worker.

Homelessness

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
Assessments								
Number of households assessed as homeless or potentially homeless during 2014/15	6,297	5,937	4,974	< 4,500	4,988	< 4,500	Red	The target for this indicator was revised from <7,000 to <4,500 for 2014/15. This was as a reflection of the success of Housing Options advice and assistance which has reduced the number of cases requiring to be assessed. Although we failed to meet this ambitious target we were within 6% of the target range. It is anticipated that performance will

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
								improve with the continued roll out of Housing Options.
Number of households reassessed as homeless or potentially homeless within 12 months during 2014/15	250	153	329	<300	633	<300	Red	There was further slippage in performance during 2014/15 with the number of reassessed cases having quadrupled since 2012/13. Detailed work is being undertaken by the homelessness team to establish reasons for repeat cases and to identify and take action on any policy or practice issues which arise.
Completion of Duty								
Percentage of decision notifications issued within 28 days of initial presentation: SPI CSI								
<ul style="list-style-type: none"> Permanent accommodation 	91%	91%	89%	95%	96%	95%	Green	There has been a significant increase in performance over the last 12 months. This improvement has been achieved as a result of ongoing monitoring of individual cases and changes to casework practice.

Measures & Links	2011-12	2012-13	2013-14	2014-15		2015-16 Target	Rating	What this means
				Target	Actual			
<ul style="list-style-type: none"> Temporary accommodation 	88%	80%	77%	95%	86%	95%	Red	<p>Although we did not meet the 95% target, we increased our performance by 9 percentage points since year end 2013/14.</p> <p>The annual number of cases has fallen since 2010/11 and during the period Jan-March 2015 there were 44 cases recorded.</p> <p>Given the ongoing close scrutiny of individual cases by management, it is anticipated that performance will continue to improve.</p>
Temporary accommodation:							Green	<p>We have made excellent progress in relation to this indicator over the last 12 months, decreasing the average number of days spent in unsuitable accommodation by 60% at Q4.</p>
Households with pregnant women or dependent children in B&B:								
<ul style="list-style-type: none"> Average length of tenancies ended 	14 days	16 days	15 days	<10 days	6 days	<10 days		
Temporary furnished accommodation:							Red	<p>Although we did not meet our target at year end, the average length of tenancy in temporary furnished accommodation decreased by 15% compared to year end 2013/14.</p> <p>The availability of permanent/supported accommodation for homeless people remains a major challenge.</p>
<ul style="list-style-type: none"> Average length of tenancies ended 	215 days	211 days	242 days	<140 days	205 days	<140 days		

Section 6 - Benchmarking

The Local Government Benchmarking Framework (LGBF) was approved by the Operational Delivery Scrutiny Committee on 22 May 2014. The LGBF is used by Audit Scotland to compare all 32 Scottish local authorities against a suit of statutory performance measures used by Audit Scotland to understand how the Council is performing in its duty to deliver Best Value.

Listed below are the indicators that relate to Social Work Services:

	Data	Indicator Description	National Position 2014
Children's Services	CHN8a	The cross costs of "Children looked After" in Residential Based Services per Child per week	The national average weekly cost per looked after child in a residential setting is £2928. Glasgow City Council is currently sitting around this cost.
	CHN8b	The cross costs of "Children looked After" in Community Setting per Child per week	National figures show there is a wide variation of costs. Therefore, until we can measure outcomes there is currently on method of linking spend to results.
	CHN9	Balance of Care for looked after children: % of children being looked after in the Community	Over the last 3 years, Glasgow City Council has sat at the national average which is approx 85% to 90% of children being looked after in the community over the past 3 years.
Adult Social Care	SW1	Older Persons (Over 65) Home Care Costs per Hour	Measuring costs against age structure does not provide enough information. Work still has to be done to consider the needs profile of the local population.
	SW2	Self Directed Support spend on adults 18+ as a % of total social work spend on adults 18+	The national spend on self directed support between 2010/11 and 2012/13 improved by 4.3%. Over the same period Glasgow City Council had a growth of 28.5%.
	SW3	% of people 65+ with intensive needs receiving care at home	Glasgow City Council is currently sitting above the national average of 34% in 2012/13, but this is related to effective practices to improve outcomes for older people.
	SW4	% of Adults satisfied with social care or social work services	Further work required on this measure.

Social Work Service is a member of the Health and Social Care Benchmarking Network (formerly known as the Scottish Community Care Benchmarking Network), and engages with quarterly meetings to review practice, policy and outcomes with colleagues from other authorities.

Audit and Inspection

Social Work Service has an ongoing programme of internal audit and self evaluations; in addition there are external inspections carried out on parts of the service.

Audit/ Review/ Self Evaluation / External Inspection	Service Area	Completion Date
Self Evaluation	Staff Supervision	Completed January 2015
Audit	South Residential care discharges	Completed sept 2014
Audit	Older people at home into advanced age	Completed Feb 2015
Audit	Permanence planning for children	Autumn 2014 Completed
Audit	Working with providers of Unpaid Work	April 2015 Completed
Audit	Social Work Practice in Unpaid Work	May 2015
Self Evaluation	Families for Children (stage 1) Families for children (stage 2)	April 2015 Dec 2015
Joint Inspection by Care Inspectorate and Healthcare Improvement Scotland	Joint inspection of Social Work and Health Services for Older People	Completed May 2015
Peer Review	Child Protection chairs, Quality of case conferences	Completed Dec 2015
Multi agency Self Evaluation	Adult Support and Protection Self Evaluation (ASP Committee)	Ongoing
Multi agency Self Evaluation	Pre Birth Child Protection (CP committee)	Ongoing

Equality Outcomes

The table below lists all Equality Impact Assessments (EQIA's) completed during 2014/15:

SWS Business Area	Completion Date
Review of Addictions Services	Dec 2014
Review of Homelessness Services	Dec 2014
Mobile Working	Dec 2014
Personalisation Framework	Dec 2014
Reduction in Spend on Purchased Residential Care	Dec 2014
Review of Mental Health Services	Dec 2014
Review of Transport	Dec 2014
Integration Scheme Between Glasgow City Council and NHS Greater Glasgow and Clyde	Jan 2015
Homelessness Strategy 2015-2020	March 2015

Section 7: Service Reform, Budget Change and Investment

7.1 Service Reform

Framework Tender Process for Personalisation

Development of an approach to commissioning and contract managing third party care and support services that are fit for the future of Social Care and tie in with the philosophy and aims of Personalisation. The overall intention is to provide a mechanism to allocate work/contracts amongst providers on the framework which is transparent, efficient, person centred and which meets procurement rules.

Strategic review and reform of Addiction Commissioned Services

The renewed Alcohol and Drug Partnership strategy, Community Addiction Team review, and integration agenda provides an effective catalyst to change the addiction service, and the pursuit of prevention, earlier intervention and recovery. Securing such outcomes will improve the effectiveness of the addiction service and assist local communities to promote recovery and break the cycle of deprivation.

Strategic review and reform of Homelessness Services

This will include a review of the supply, access to, and management of permanent and temporary accommodation for homeless households within the city, and identification of approaches which enables the Council to fully deliver on its statutory responsibilities. We will review and reform all directly provided homelessness services to deliver a modern, community based model with focus on prevention, throughput and purposeful interventions, and review all purchased services to ensure that this support complements the wider role of Social Work Services.

7.2 Service Budget Change Summary 2015 - 16: Service Reform

Budget Change Summary: Service Reform					
Ref	Title of Proposed Service Change	Reason for Change (e.g. Savings Proposal/Service Reform/Income Generation etc)	Council Strategic Plan Priority/ SOA Theme Link	Financial Impact	Personnel Implications
				2015/16	2015/16
15SW15	Framework Tender Process for Personalisation	Service Reform	A City That Looks After Its Vulnerable People	£1,000,000	none
15SW17	Strategic review and reform of Addiction Commissioned Services	Service Reform	A City That Looks After Its Vulnerable People	£800,000	none
15SW19	Strategic review and reform Homelessness Services	Service Reform	A City That Looks After Its Vulnerable People	£500,000	none
Total				£2,300,000	none