Item 2

18th January 2023

Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Chief Executive Department

Contact: Cormac Quinn Email: cormac.quinn@glasgow.gov.uk

Strategic Plan Performance: Grand Challenge 1:

Mission 1 and 3: Cost of Living Report

Purpose of Report:

To report the performance of the new Council Strategic Plan and the agreed Mission based approach, prioritising those Commitments which address the Cost of Living crisis.

To ensure that any new activity initiated or prioritised as a response to the Cost of Living crisis is reflected in performance reporting.

Recommendations:

The committee is asked to:

- Consider and note the content of the report
- Consider the Grand Challenges, Missions and Commitments
- Note the emerging Commitments highlighted due to the Cost of Living focus

Ward No(s): Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

1.0 Background

1.1 The Council Strategic Plan was agreed at Full Council on 27th October 2022. The Operational Performance Delivery and Scrutiny Committee is now tasked with monitoring the delivery of the Plan.

1.2 A performance template was presented and agreed by Operational Performance Delivery and Scrutiny Committee in November 2022 to effectively structure and support scrutiny of the Plan and illustrate the cross-cutting nature of the Missions as the services work collectively to deliver the council's priorities. This template will be subject to review to ensure that service and member feedback is incorporated.

1.3 The performance template captures Actions which underpin the Missions and Grand Challenges.

2.0 Council Strategic Plan: Reporting Structure

2.1 In order to ensure that the Plan clearly articulates its purpose it has been structured into Grand Challenges and their supporting Missions.

2.2 The Grand Challenges are as follows:

- Reduce poverty and inequality in our communities
- Increase opportunity and prosperity for all our citizens
- Fight the climate emergency in a just transition to a net zero Glasgow
- Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities

2.3 These Grand Challenges and their Missions are underpinned by Commitments; which Services are undertaking to work towards the goal of each Mission.

2.4 It should be noted that council agreed that the Strategic Plan will be subject to an annual review to reflect the volatility of outside pressures and budget constraints. There is a transparent change control process in place to assist this.

2.5 For the purpose of this report there will be a focus on Grand Challenge 1: ***Reduce poverty and inequality in our communities***, focusing in particular on Mission 1 and Mission 3 respectively, and the Commitments undertaken to deliver them:

- **Mission 1**: End child poverty in our city using early intervention to support families

- **Mission 3**: Improve the health and wellbeing of our local communities

2.6 It should be noted that the HSCP are still in the process of developing their Strategic Plan, to be agreed by the Integration Joint Board (IJB) in early 2023. Therefore, several Commitments are provisional, and will be reviewed as part of the Strategic Plan review process noted above.

3.0 Cost of Living Focus

3.1 At the November 2022 Committee it was agreed to schedule the reporting of the Strategic Plan through a Cost Of Living lens; requesting that services report on areas relevant to Cost of Living within their Strategic Plan Missions and Commitments.

3.2 This responds to the priorities laid out in the Strategic Plan in response to the council's motion in June 2022 agreeing cost of living measures should be prioritised. As well as existing Commitments, new activity initiated or prioritised as a response to the crisis will be reflected in performance reporting.

4.0 Commitments and Emerging Commitments

4.1 The Strategic Plan Missions outline a number of Commitments to deliver the Mission goal.

4.2 Services have begun work to support the Commitments across a number of key areas. This report outlines those which have a particular focus on Cost of Living including:

- Review the Poverty Leadership Panel as a reference group to ensure that lived experience is at the heart of our response and that we are responding appropriately, where we can, to the cost of living crisis.

- Continue to deliver the Glasgow Helps project

- Continue to work to maximise incomes for all low-income households, including those households in work

- Prioritise anti-poverty policies and actions to improve wellbeing and tackle root causes of ill-health

- Work with partners to reduce health inequalities and the impact of deprivation and increase healthy life expectancy

It is also acknowledged that there are service-led initiatives, as a response to the Cost of Living crisis, which may indicate areas where potential Commitments may emerge or become more prominent in delivery focus. Among those highlighted in the report as Emerging Commitments are the need to:

- Deliver Glasgow's Child Poverty Pathfinder
- Deliver Fair Work First approach

5.0 Next Steps

5.1 As noted above the annual review of the Strategic Plan will allow for the consideration of these emerging Commitments; and determine whether they will require sustained focus within the Plan going forward. This will be managed through the formal change control process noted above.

5.2. This review process will also allow any changes undertaken by the HSCP when their Strategic Plan is complete to be incorporated, and the detailed Actions and Commitment agreed by the IJB.

Council Strategic Plan 2022-2027

GRAND CHALLENGE ONE: **Reduce poverty and inequality in our communities**					
MISSION 1: End child poverty in our city using early intervention to support families					
Commitment 1. Prioritise anti-poverty policies and actions to improve wellbeing and tackle root causes of ill-health					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Network of Welcome Places to provide access to a warm, welcoming and safe space that supports citizens to reduce fuel costs, build social connections and secure support and advice.	Secure access to appropriate venues Phased go live of venues with effect 17th October 2022 Agree and secure initial wraparound services (Tier 1 & 2)	23 Tier 1 venues operational 26 Tier 2 venues operational Faith Group venues established Publicity commenced	Ongoing publicity Evolve support offer in response to user involvement Connect network to broader offers across the third and community sector	**CED**	G

Commitment 2: Prioritise Glasgow's most vulnerable households while continuing to deliver universal support services.					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Specialist transitional support for single parent families seeking to move into education, training and employment	Project established in nurseries in East of City	119 families engaged with service since October 2021 Extended operations into 2 primary schools Secured 3 jobs ringfenced by Scottish Social Security Agency (SSSA) – 2 families offered full time employment Cost of Living event held for families Developed partnership with Glasgow Helps	Expansion into Gorbals Independent evaluation underway	**CED** via Clyde Gateway	G
Targeted support for lone parents that offers crisis support, FI advice, debt support and cost of living assistance (OPFS Supporting Families)	Continuation funding secured for 2nd year of project	Worked with 1,026 lone parents with 1,821 children since October 2021 £1.7m of financial gain secured	Working with OPFS to consider how to achieve sustainability Key partner in Glasgow Christmas Appeal	**CED** via One Parent Family Scotland	G

		Independent evaluation undertaken OPFS worked with SSSA as a test site for application for Child Payment	– will allocate 700 bags of parcels		
Bespoke support to lone parents to move into suitable and sustainable education and employment opportunities (OPFS Employability Project)	Project funded and established for 2022/23	Project commenced November 2022 Currently supporting 3 families with transition into employment Developed partnership with Clyde Gateway to provide FI support	Ongoing recruitment of staff	**CED** via One Parent Family Scotland	
Practical assistance at the point of expressed need and subsequent connection to appropriate local services	Service established as key partner with Glasgow Helps Evidence of onward connections Reduced future immediate need	183 citizens supported since May 2022 Updated monitoring framework to collate quantitative data and case study details	Demonstrate impact of service through evidenced reduction in emergency support requirements	**CED** via Community Support Consortium	

Make a House a Home: package of support to women with children who are affected by gender-based abuse, who either have, or are working towards securing, access to their children. This will complement provision from Scottish Welfare Fund.	Project established Max award agreed at £1,000	57 families supported with 117 children since October 2021 Financial support on average equates to £711, used for items such as carpets, curtains for new tenancies. Fuel support pathway established	Continue to develop appropriate support pathways	**CED**	G
Greater Easterhouse Recovery Plan	Agree additional supports to be made available to local citizens	Partnership with a consortium of Registered Social Landlords established Package of practical support agreed: supermarket vouchers, energy support, food parcels, winter products, small electrical items	Demonstrate impact through agreed monitoring	**CED** via Blairtummock HA	G
Mental Health Grant to families living in SIMD1 & 2 communities where a child/young person is on the	Secure funding	Grants of £300 are currently being issued	Collate recipient input on the process and	**HSCP**	

waiting list for specialist children's services.	Agree allocation process Issue awards	2,765 payments issued to date	impact of the allocation Complete evaluation report		
Direct grants for families in destitution (section 22)	Additional funding of £500,000 invested in the current budget of £5.1M.	Funding allocated as a preventative financial approach to avoid destitution. Assessment of impact based on ongoing downward trajectory of children and young people experiencing family breakdown	Analysis of admissions into formal care.	**HSCP**	
Health Visiting Direct Access to Section 22 support	Implement a test of change to maximise access without a requirement to become open to a statutory social work service	Service operational (citywide) Monitoring framework established	Determine alignment to overall Glasgow Helps service as well specific campaigns	**HSCP**	

Families with No Recourse to Public Funds (NRPF)	Improve scope & scale of support available to those with NRPF		Undertake internal review and audit of current approach and expenditure	**HSCP**	
Support for young people leaving care	Provide funding to assist young people leaving care to be resettled into the Glasgow community	Funding allocated direct to young people to support with aftercare	Undertake analysis of impact of preventative spend – consideration of Cost Benefit Analysis. Consideration of alignment with the Child Poverty Pathfinder Identification of further activities as part of this workstream including a review of the scale of funding allocated to secure outcomes	**HSCP**	

Commitment 6: Continue to deliver the Glasgow Helps project					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Citywide person-centred offer to support vulnerable citizens using the 'right support in the right place at the right time'	Staff recruited and service launched May 2022 Develop campaign activity to reach out to citizens Increased outreach presence Increased partner involvement	Inbound Contact: 4,683 Outbound Contact: 13,496 Holistic Needs Assessments: 1,212 Established 2 'test of change' campaigns to support families & lead contact for fuel support programme Physical presence in Welcome Places & 2 Jobcentres with plans for 8 early years establishments Increasing number of partners participating in No Wrong Door model through Glasgow Helps	Update business model and secure ongoing funding Continue to grow physical presence in community settings Continue to build partner network Develop shared values, framework and training across case management services Develop shared systems	**CED**	G

Commitment 7: Continue to work to maximise incomes for all low-income households, including those households in work					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Financial Inclusion Support Officer in schools project across the 29 secondary schools and commence expansion to primary schools	Staged roll out of service to 22 primary schools	Currently live in 51 schools (29 secondaries, 20 primaries and 2 ASL establishments) FI providers secured and monitoring arrangements agreed **674** clients of which **356** supported to secure financial gains totalling **£1.19m** (Apr -Sep 2022) **64** clients supported with debt with total of **£422, 937** debt managed (Apr-Sep 2022) Awareness raising underway using range of channels including Glasgow City Parents Group	Secure future funding to ensure sustainability of service Complete Cost Benefit Analysis to demonstrate long term impact of model	**CED** via GAIN	G

Energy support fund for vulnerable families in receipt of Council Tax Reduction (including fuel tops ups, debt negotiation/write off, advice, support with grants to upgrade systems)	Secured delivery partner (Wise Group - HEAT) – September 2022 Agreed criteria and application process - Project commenced 3rd Oct '22	Between 3rd October and 1st December, 1,181 families accessed energy support fund. Ongoing process refinement to improve service offer	Undertake targeted publicity to raise awareness across families	**CED** via Wise Group (HEAT)	G
Cost of living payments to children and young people	Provision of additional payments to families	Secure £2.6m funding that facilitates provision of £400 payments to circa 6,500 children and young people Allocation process agreed. Additional payment to Foster and Kinship Carers.	Payments already made to some families in December 2022. Further payments to be made through out January 2023.	**HSCP**	
Kinship Carer's Allowance	Develop a package of funding supplements and benefits	Ongoing spend at currently £11.1M	Assessment of longer term impact through Cost Benefit Analysis	**HSCP**	

	access that assists children and young people to be sustained within their extended families and school community				
Emerging Commitment: Deliver Glasgow's Child Poverty Pathfinder					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Bold and innovative actions to tackle child poverty in partnership through a city Pathfinder that will; Deliver an 'at scale' exemplar of the No Wrong Door model across Glasgow Demonstrate the benefits of a whole system approach consistent with the Christie Principles	Multiagency team established Project Plan established with associated workstreams Determine evaluation approach	Team in place and funding sourced. Additional resources being identified Governance structures set up Workstreams identified, project plans under development & early actions achieved: - No Wrong Door o Est of Glasgow Helps	Finalise project plans Deliver agreed actions across workstreams Ensure ongoing learning and evaluation is captured and used to inform future developments and determine	**CED**	

Make a meaningful (evaluable) contribution to tackling child poverty in Glasgow		○ Building Connections ○ Emerging Values framework - Services & Campaigns ○ 2 live campaigns ○ Further campaigns under development - Data ○ Commenced est of Economically Vulnerable Database ○ Third Sector Data Sharing Framework ○ Progressing discussions with DWP & SSSA - Funding & Commissioning ○ Developing & testing new funding approaches ○ Joint approach to use of Whole	success measures Grow understanding and awareness of the Pathfinder and increase partner involvement Secure progress that facilitates use of data for proactive targeted support to children and families Develop shared culture and ways of working Embed Cost Benefit Analysis in performance and assessment frameworks		

		Family Wellbeing Fund (Tranche 1) - Accountability & Culture o Completion of Cost Benefit Analysis for GH & FISO o Established Senior Officers Group o Culture programme under development			
Preventative investment in Family Support to facilitate and sustain in keeping families together (£5.6m pa)	Agree a shared programme of support to contribute to the Whole Family Wellbeing Fund (part of the Promise) principles and Child Poverty Pathfinder aspirations	Work underway to understand the immediate impact of direct payments and self-directed support (SDS) and where improvements are necessary	Undertake Cost Benefit Analysis of Section 22 funding and preventative investment to determine impact	**HSCP**	

Whole Family Wellbeing Fund – Element I (£4.66M)	Strengthen early support and intervention in line with the aspirations of The Promise	Partnership consultation already undertaken to determine opportunities and alignment across existing initiatives including the Child Poverty Pathfinder	Establishment of shared governance and alignment of preventative spend	**HSCP/CED**	
Whole Family Wellbeing Fund – Element II	Deliver transformational change to address effective, preventative family support and to tackle child poverty	Proposals developed to establish an implementation team and the structural support necessary to secure transformational change	Finalise details of staffing and structures	**HSCP/CED**	
HSCP Family Support	Allocation of funding to Third Sector to improve health and wellbeing and support local neighbourhoods	Consideration of alignment with Mental Health Tier 1 and 2 support and Education initiatives	Understand alignment with WFWF and Child Poverty Pathfinder to maximise impact	**HSCP**	

Mental Health Tier 1 and Tier 2 support (	Allocation of funding to Third Sector to improve health and wellbeing and support local neighbourhood provision	Alignment of this with Family Support awards and funding through Education Initiatives	Articulate alignment with Child Poverty Pathfinder to maximise impact	**HSCP**	

GRAND CHALLENGE ONE: **Reduce poverty and inequality in our communities**					
MISSION 2: Improve the health and wellbeing of our local communities					
Commitment 2: Work with partners to reduce health inequalities and the impact of deprivation and increase healthy life expectancy					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Support vulnerable families, including children and families, and foster carers to mitigate the effects of the current cost of living crisis	2023 Winter 2023 2023-26	Support the rollout of UK and Scottish Government initiative to vulnerable families by providing support to service users to maximise their benefit entitlement. Ensure key messages get to frontline staff to support service users by doing the following: -The HSCP Welfare Rights team will prepare briefings on the additional supports		**HSCP**	G

		recently announced along with other new entitlements (e.g. extension of Scottish Child Payments). These briefings will include where to direct service users where the HSCP is not the best place to provide support. -Consider the use of a check list to aid front line workers. -Additional Welfare Rights training courses will be provided to go into specific benefits in greater depth, so staff have the confidence to address non-complex matters with their service users particularly in relation to the benefits that are the access to the additional payment. -Communication to frontline staff to advise of the support and to reinforce that			

		all frontline staff have a duty to assist service users to maximise their benefit income and that onward referrals to the HSCP Welfare Rights Team can be made when matters become more complex. -Promote to frontline staff the value of challenging negative benefit decisions and how to do so for service users. -Welfare Rights Team will engage with Home Energy Scotland and G-Heat to ensure that we know what specific help there is for fuel costs/energy finan and the preferred referral pathways. Some of this information to be included in the briefing sessions to staff. -We will also consider how Welfare Rights teams can best support frontline staff	Review for Winter 2023 to establish		

		to address their service users benefit entitlement. For example, we will explore the viability of Welfare Rights Drop-in sessions on MS Teams where social work staff can attend and be taken to a breakout room with a WRO to discuss any benefit issue relevant to a service user. Glasgow City IJB has agreed, in 2022, to replicate the winter payment of £400 which was made in 2021 to looked after children and people in continuing care/aftercare and to children on the child protection register and other vulnerable children.	if support can be provided, subject to budgetary restraints. Contribute to the delivery of the annual Glasgow Local Child Poverty Action Plan.		

Progress initiatives that prevent and reduce the risk of homelessness, such as the provision of housing support to homeless households, improving access to housing support for households at risk of homelessness.	2023		Development and implementation of the Flexible Homelessness Prevention Fund to support people at risk of homelessness to sustain their existing accommodation.	**HSCP**	G
Ensure the IJB/HSCP has a recruitment programme that supports people across the city into employment as part of efforts to offset financial challenges such as the cost of living crisis	2023-26	Development of the IJB's Workforce Plan 2022-25 and Succession Planning Board	Develop a strategy for promoting the attraction of candidates from a range of backgrounds, including those experiencing socio-economic disadvantage. Link with external partners such as colleges and job centres to explore opportunities for	**HSCP**	G

			placements and pre-employment courses to support people into employment. Create targeted campaigns aimed at groups from specific backgrounds, such as young people, those currently unemployed and those from poorer socio-economic backgrounds.		
Support the IJB's Partnership Priority to deliver a sustainable future, which contributes to mitigating the effects on the IJB/HSCP of external financial challenges such as the cost of living crisis and rising inflation.	2023-26	The IJB has agreed a new Partnership Priority for the Strategic Plan 2023-26 to support delivery of a sustainable health and social care sector. This will include ensuring future sustainability and managing how the IJB responds to the cost of living crisis and other	Activity TBC by HSCP Strategic Planning Groups	**HSCP**	G

		external economic issues that affects the cost of delivering services (for example due to increased energy bills in services buildings, inflation affecting purchasing services and goods for services etc) Medium term financial plan, Reserves Policy	Reduce reliance on agency staff and overtime to fill vacancies and cover absence, which will enable more of the allocated resources of the IJB to be directed to supported vulnerable people and those suffering most from the cost of living crisis. Continue to work towards achieving the required levels of financial reserves to ensure we can		

			respond to financial challenges when needed and where possible support the most vulnerable people in the city and protect services.		
Targeting our resources where they are required most and have mechanisms in place for monitoring service delivery to ensure value for money and successful outcomes.	2023-26	Integration Transformation Board, Medium Term Financial Plan, Reserves Policy, Performance Framework	To be confirmed	**HSCP**	G
Improve the employability prospects of people across the city who engage with our services in order to mitigate poverty and health inequalities experienced by	2023-25		As a Local Employability Partnership member we will develop and extend the pathways for patients/service users to employability support.	**HSCP**	G

	2023-26		As a provider and commissioner of employability services, we will ensure GCHCSP clients have access to specialist employability supports.		
Emerging Commitment: Fair Work First delivery					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Consideration of Fair Work First in tender exercises	Plan to be 2023-26	○	TBC	**HSCP**	G