

Glasgow City Integration Joint Board

IJB(M)2023-01

Minutes of a virtual meeting held
at 9.30am on Wednesday, 25th January 2023

Present:

Voting Members

Simon Carr	NHSGG&C Board Member (Vice Chair)
Cllr Allan Casey	Councillor, Glasgow City Council
Alan Cowan	NHSGG&C Board Member
Cllr Chris Cunningham	Councillor, Glasgow City Council (Chair)
Cllr Audrey Dempsey	Councillor, Glasgow City Council
Amina Khan	NHSGG&C Board Member
John Matthews	NHSGG&C Board Member
Cllr Elaine McDougall	Councillor, Glasgow City Council
Cllr Leodhas Massie	Councillor, Glasgow City Council
Anne Marie Monaghan	NHSGG&C Board Member
Cllr Cecilia O'Lone	Councillor, Glasgow City Council
Cllr Lana Reid-McConnell	Councillor, Glasgow City Council
Rona Sweeney	NHSGG&C Board Member
Charles Vincent	NHSGG&C Board Member

Non-Voting Members

Gary Dover	Assistant Chief Officer, Primary Care & Early Intervention
Allison Eccles	Head of Business Development / Standards Officer
Dr Julia Egan	Chief Nurse
John Ferguson MBE	Health Care Users Representative
Margaret Hogg	Assistant Chief Officer, Finance (substitute for Sharon Wearing)
Jacqueline Kerr	Assistant Chief Officer, Adult Services / Interim Chief Social Work Officer
Mary MacPherson	Social Care Users Representative
Margaret McCarthy	Staff Side Representative (NHS GG&C)
Susanne Millar	Chief Officer
Dr John O'Dowd	Clinical Director
David Reilly	Independent Sector Representative
Chris Sermanni	Staff Side Representative (GCC)
Jennifer Sheddan	Head of Housing, Neighbourhoods, Regeneration & Sustainability, GCC

In Attendance:

Mike Burns	Assistant Chief Officer, Children's Services
Stephen Fitzpatrick	Assistant Chief Officer, Older People's Services
Julie Kirkland	Senior Officer (Governance Support)
Karen Lamb	NHSGG&C Head of Specialist Children's Services
Claire Maclachlan	Governance Support Officer (Minutes)
Julie Metcalfe	NHSGG&C Clinical Director for CAMHS
Fiona Moss	Head of Health Improvement & Equalities
Caroline Sinclair	Chief Officer, East Dunbartonshire HSCP
Pat Togher	Assistant Chief Officer, Public Protection & Complex Needs

Apologies:

Francis Shennan	NHSGG&C Board Member
Sharon Wearing	Chief Officer, Finance and Resources

1. Declarations of Interest

There were no declarations of interest raised.

2. Apologies for Absence

Apologies for absence were noted as above.

3. Minutes

The minutes of 30th November 2022 were approved as an accurate record.

4. Matters Arising

There were no matters arising.

5. Integration Joint Board Rolling Action List

Allison Eccles presented the IJB Rolling Action List advising there are two open actions relating to correspondence from the IJB Chair.

Ref No 66 – IJB Financial Allocations and Budgets 2022/2023 – The Chair agreed to write to the Council to outline Members concerns regarding the Council's Budget allocation containing unfunded requests for specific actions. Correspondence was sent to the City Council Treasurer from the previous IJB Chair, and a response was received. Members agreed that this action can now close.

Ref No 67 – IJB Financial Allocations and Budgets 2022/2023 – The Chair agreed to write to the Scottish Government for clarity on timescales for a decision on foster carer allowances. As there has been no response from the Scottish Government, the Chair agreed to follow up and write again on behalf of the IJB.

Chair

6. Chief Officer Update

Susanne Millar provided the following update.

There continues to be pressure on the health and social care system. Within Glasgow City HSCP, ongoing challenges in recruitment in some parts of the service, coupled with increasing demand in volume and complexity, means front line staff and managers continue to manage significant pressure on a daily basis.

The delayed discharge figures have decreased. As of yesterday, there were 128 delayed in hospital, which is down from the previous figures of 136 reported in November 2022, and 172 in October 2022. Although there is still significant demand and pressure on the system, the HSCP is managing to continue the trajectory downward. The breakdown includes 53 patients who come under Adults with Incapacity (AWI) legislation and there are 33 waiting

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for a care home placement. This does not relate to availability of care home beds but is due to a correlation between the person's profile of need and the care home's ability to take that person. The remaining delays are a combination of different issues. There are still pressures within Acute and recognition of the pressures at the front door.

The Scottish Government have asked that an exercise is undertaken across Greater Glasgow and Clyde (GG&C) to review all patients within Acute Hospitals to review if there anything else that HSCPs can do to facilitate discharge. This exercise is being carried out in partnership with Acute colleagues. For Glasgow City there will be a resource of 54 Service Managers, Heads of Service and Team Leaders who will be diverted into hospitals tomorrow to undertake a day of care audit which will involve reviewing the patient cohort that come out of this and where action can be taken to potentially facilitate an earlier discharge. There will be lessons learned from this. The Discharge Team won't be involved in the exercise as it cannot impact on the daily work. The risk for the HSCP is that there is a significant resource being utilised to compete this exercise, although it will be worthwhile to provide reassurance to the Scottish Government that the HSCP is doing all that can be done in relation to discharges.

The Chief Officer updated in relation to the Ukrainian population. As of yesterday, there were 1090 people on the ship (MS Ambition) and a further 500 in hotels across Glasgow. Glasgow City HSCP is working with Scottish Government colleagues and a range of colleagues across all Scottish local authorities to get people settled into more permanent accommodation. There has been an excellent response from the local authorities in relation to managing the decommissioning of the ship.

Members commended Officers for their skilled work in managing the Ukrainian population within the ship and hotels.

Members highlighted the positive decrease in delayed discharge figures and asked if Officers could bring a report to a future meeting detailing how it has been achieved and the lessons learned. Officers agreed to take this forward.

Officers

Members questioned if there are figures for re-admissions as some patients who are discharged may end up back in hospital. Officers advised that they do monitor re-admissions and are happy to come back with figures.

Officers

Members noted that Glasgow City Council have not met the affordable home target, advising that there are 3,000 empty homes in Glasgow and suggested that the HSCP bring them into use, especially with the pressures within the Homelessness Service. Officers advised that there is a piece of work led by Neighbourhoods, Regeneration & Sustainability (NRS) on this. The NRS Representative advised that there is a team working on an Empty Home Strategy which will be presented to a future Council Committee. The Chief Officer advised that the HSCP have a strong working relationship with NRS, and they understand the pressures within Homelessness.

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7. Specialist Children's Services Single Service Alignment

Susanne Millar and Caroline Sinclair presented a report to update on the new managerial and governance arrangements for Specialist Children's Services (SCS), and to describe the transition from the integrated management arrangements in Glasgow City HSCP to the new single system arrangements under the leadership of East Dunbartonshire HSCP's Chief Officer. The report outlines the progress achieved so far in integrating specialist children's services into Glasgow City and the implications of the new governance arrangements. Reassurance was provided that the work carried out in Glasgow will continue and GCHSCP will support East Dunbartonshire HSCP to move to a single management structure.

Members questioned the governance and the rationale behind the decision. Officers confirmed the decision sits entirely within the Health Board on where the management of these services sit. Discussions have been ongoing for some time and the decision has been taken that specialist children's services would be better managed in a single management structure.

Caroline Sinclair, Chief Officer of East Dunbartonshire HSCP, confirmed that she sought clarity from the Health Board and the governance around the decision making falls within the remit of Health Board management. The proposal to change to a single management structure puts it into the same category as the hosted service model. The report is for noting at this stage and is being shared with all GG&C IJBs. A report will be presented to the next Glasgow City IJB for consideration and will include specifics around the budget, workforce etc.

Caroline advised that services would continue to be delivered locally by existing teams and remain located within their current HSCPs. The maintenance of local service delivery, links, and co-dependencies with preventative services and community based services will continue to be essential, and there is a commitment to ensuring ongoing joint planning and collaboration. The services that are moving into the single service will commit to continuing to work closely with services being delivered and commissioned by HSCPs as part of their integrated local plans for services for children and families, including Tier 1 and Tier 2 services. There is a commitment not to disrupt a service that is already working well.

Julie Metcalfe, NHS GG&C Clinical Director for Children and Adolescent Mental Health Services (CAMHS), added from clinical experience that having a single alignment of management structure could make systems work more efficiently and streamlined. One of the issues for professional leads is recruitment as there are different HSCP systems and processes to negotiate. Transitioning into a new single system allows for more efficient ways of working.

Karen Lamb, NHS GG&C Head of Specialist Children's Services, assured that herself and Julie are part of the strategic board wide team which works across Tier 3 and Tier 4 and interfaces with Adult Mental Health and the Royal

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Hospital for Children. Having a single system will provide flexibility of resource and will allow movement of resource where there are gaps in the system.

Following significant discussion and concerns raised regarding the governance, rationale and how decisions were made in relation the new managerial and governance arrangements for SCS, the Chair agreed to write to the Health Board on behalf of Glasgow City IJB to raise the concerns and seek clarity on the timeline and the discussions that have taken place that gave rise to the decision.

Chair

It was acknowledged that the report has still to be considered at the other IJBs within GG&C and similar issues may be raised. Susanne and Caroline agreed to take the questions raised through the Officer route and NHS Non-Executives noted that they would individually raise their concerns through the Health Board structures.

Members requested that a full EQIA is available when the report comes back to the IJB, and detail is included on how success will be measured.

The Integration Joint Board:

- a) **Noted the reports relating to East Dunbartonshire and the recommendations outlined;**
- b) **Noted the change in governance and managerial arrangements for Specialist Children's Services;**
- c) **Noted the progress to date, since June 2020; and**
- d) **Noted the implications for Glasgow HSCP, the IJB and the wider Glasgow system.**

8. Glasgow City HSCP Homelessness Services Recovery Planning Arrangements

Pat Togher presented a report which sets out the current financial challenges facing the Health and Social Care Partnership's Homelessness Services and sets out proposals to mitigate those financial challenges.

The proposed measures are designed to protect the delivery of core Homelessness Service priorities and focus on reducing costs aligned to the provision and management of temporary accommodation.

Members requested more detail in relation to the removal of decoration of temporary furnished flats, seeking assurance that the properties will remain habitable. Officers advised that properties would remain habitable, safe and secure and fully compliant with housing quality standard regulations.

Members noted that an EQIA will be undertaken and that it is important to see this to understand the impact. Officers advised that the substantial investment so far has mitigated much of the risk due to the support arrangements in place and the EQIA will capture this.

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There was discussion and concern in relation to the removal of food provision in B&Bs. Officers confirmed that the proposal is a return to the service provided pre-pandemic. Food provision was temporarily funded via Scottish Government Covid-19 monies which is no longer available. The provision of meals, out with breakfast, will be phased out then completely cease at the end of March 2023. Food provision during the day will be co-ordinated with investment in the Alliance model and with the involvement of numerous other food charities.

Clarity was sought on the ability of RSL partners to deliver additional settled accommodation and the timescale for the local letting plan for 2023/24 to be complete. Officers confirmed that they will be engaging in discussion with RSLs in the new financial year to seek assurance around increasing the number of settled lets secured for homeless households. The pressure on housing providers was acknowledged, however.

Jennifer Sheddan highlighted the links to the wider housing agenda and the pressures in the sector. A consultation is due to be launched on Glasgow's Housing Strategy 2023-28. It was also noted that the Housing Contribution Statement will be presented to the IJB in March.

The Integration Joint Board:

- a) Noted the contents of the report in relation to the financial pressures facing the HSCP's Homelessness Services; and**
- b) Approved the recommendations set out in the report in relation to the activity to secure cost reductions.**

9. Glasgow City IJB Budget Monitoring Report for Month 8 and Period 9 2022/23

Margaret Hogg presented a report which outlines the financial position of the Glasgow City Integration Joint Board as of 30th November (Health) and 18th November (Council) and highlights any areas of budget pressure and actions to mitigate these pressures.

There was a discussion in relation to the IJB's proportionate share of the additional funding secured from Scottish Government for the 2022/23 Council Pay Settlement, and the confirmation from Glasgow City Council that no funding will be provided.

The Chief Officer expressed her disappointment at the decision and the rationale provided.

The Chair agreed to write to the Council's Director of Finance on behalf of Glasgow City IJB to express the considerable concern and urge reconsideration of the Council decision.

Chair

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The Integration Joint Board:

- a) Noted the contents of the report;**
- b) Approved the budget changes noted in section 3 of the report;**
- c) Noted the update at section 5.8 on the Council's funding of the pay settlement for 2022/23; and**
- d) Noted the summary of current Directions (Appendix 2).**

10. Glasgow City IJB Membership

Allison Eccles presented a report to seek approval of appointment to GCIJB Finance, Audit and Scrutiny Committee and note a number of updates in relation to the membership of the Glasgow City Integration Joint Board.

The Integration Joint Board:

- a) Noted the appointment of the Independent Sector representative to the IJB Finance, Audit and Scrutiny Committee outlined at paragraph 3.2 of the report;**
- b) Noted the updates in relation to vacant positions for a Third Sector representative and Carers representative;**
- c) Noted the reappointment of the Stakeholder Representative (Trade Union Local Government); and**
- d) Noted the named substitute for the Independent Sector Stakeholder representative outlined at paragraph 5.1 of the report.**

11. Progress Towards the Development of School Nursing in Glasgow City

Julia Egan presented a report to highlight the national review and refocus of School Nursing (SN) roles and services across Scotland, the development and implementation of this model across Glasgow City, and to highlight and discuss current financial challenges with regards to service development.

The NHS staff-side representative questioned where the report had been discussed within the partnership. It was agreed that the paper would be presented to the Staff Partnership Forum to provide an update.

Members welcomed the investment in early intervention and prevention.

The Integration Joint Board:

- a) Noted the update regarding the development of School Nursing services in GCHSCP; and**
- b) Noted associated financial risks.**

12. Unscheduled Care Winter Update

Stephen Fitzpatrick presented a report to update Members on developments in the Governance of the Unscheduled Care agenda and Scottish Government's high impact change areas for Winter 2022/23.

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It was noted that the Home First Response Service has been subject to a phased launch to test the pathways. The impact will be measurable once the service is fully operational.

The Integration Joint Board:

- a) Noted the contents of the report.**

13. Glasgow Local Child Poverty Action Report 2021/22

Fiona Moss presented a report on the Glasgow Local Child Poverty Action Report (LCPAR) published in line with the Child Poverty (Scotland) Act and the GCHSCP contribution to this.

The Integration Joint Board:

- a) Noted the work described in the LCPAR for 2021/2022;**
- b) Noted the continued work across GCHSCP services to mitigate and prevent child poverty; and**
- c) Noted the HSCP's contribution to both the Child Poverty Pathfinder and the additional Partnership with Scottish Government around the Whole Family Wellbeing fund.**

14. IJB Committees – Update from the Finance, Audit and Scrutiny Committee (meeting of 14th December 2022)

Rona Sweeney provided an update from the IJB Finance, Audit and Scrutiny Committee (FASC) on Wednesday 14th December 2022.

The Committee received input on the following areas:

- Internal Audit Update and Internal Audit Assurance report on Succession Planning and Workforce
- Presentation from Adult Services, including an Alcohol and Drug Partnership update – the presentation is available on the HSCP website
- A number of annual reports including the Welfare Rights and Money Advice Performance, Health and Social Care Complaints Activity and the IJB Property Strategy which is scheduled to be presented to the IJB in March

15. Glasgow City IJB – Future Agenda Items

Allison Eccles presented agenda items for future meetings of the IJB for information.

16. Next Meeting

The next meeting will be held at 9.30am on Wednesday 22nd March 2023 via Microsoft Teams.

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