

Glasgow City Integration Joint Board

IJB(M)2025-01

Minutes of a hybrid meeting held at 9.30am on Wednesday 29th January 2025

Present:

Voting Members

Brian Auld	NHSGG&C Board Member
Cllr Allan Casey	Councillor, Glasgow City Council
Cllr Chris Cunningham	Councillor, Glasgow City Council (Chair)
David Gould	NHSGG&C Board Member
Graham Haddock OBE	NHSGG&C Board Member
Bailie Ann Jenkins	Councillor, Glasgow City Council
Bailie Norman MacLeod	Councillor, Glasgow City Council
Lesley McDonald	NHSGG&C Board Member (substitute for Emilia Crighton)
Cllr Elaine McDougall	Councillor, Glasgow City Council
Ketki Miles	NHSGG&C Board Member (substitute for Martin Cawley)
Cllr Jon Molyneux	Councillor, Glasgow City Council
Cllr Lana Reid-McConnell	Councillor, Glasgow City Council
Paul Ryan	NHSGG&C Board Member (Vice Chair)
Charles Vincent	NHSGG&C Board Member

Non-Voting Members

Fred Beckett	Carers Representative
Craig Cowan	Head of Business Development / Standards Officer
Lorraine Cribbin	Interim Chief Nurse
Gary Dover	Assistant Chief Officer, Primary Care & Early Intervention
Kelda Gaffney	Interim Assistant Chief Officer, Adult Services & Interim Chief Social Work Officer
Stuart Graham	Trade Union Representative (GCC)
Dr Una Graham	Deputy Medical Director, Mental Health & Addiction Services
Margaret McCarthy	Staff Side Representative (NHS GG&C)
Dr John O'Dowd	Clinical Director
David Reilly	Independent Sector Representative
Jennifer Sheddan	Head of Housing, Neighbourhoods, Regeneration & Sustainability (GCC)
Pat Togher	Chief Officer

In Attendance:

Stephen Fitzpatrick	Assistant Chief Officer, Older People Services & South
Dominique Harvey	Head of Planning (Children's Services and North East)
Gillian Hennon	Head of Finance
Tracy Keenan	Assistant Chief Officer, Human Resources
Julie Kirkland	Senior Officer (Governance Support)
Karen Lockhart	Interim Assistant Chief Officer, Adult Services
Claire Maclachlan	Governance Support Officer – Minutes
Frances McMeeking	Assistant Chief Officer, Operational Care Services and Homelessness

Apologies:

Martin Cawley	NHSGG&C Board Member
Emilia Crighton	NHSGG&C Board Member
Fi Grimmond	Third Sector Representative
Margaret Hogg	Interim Chief Officer, Finance and Resources
Bailie Hanif Raja	Councillor, Glasgow City Council

Appointment of Interim Chief Officer, Finance and Resources/Section 95 Officer

Pat Togher presented a report providing an update on the appointment of Margaret Hogg as Interim Chief Officer, Finance and Resources and Interim Section 95 Officer to the Integration Joint Board under the Local Government Act 1973.

Pat noted congratulations to Sharon Wearing on her secondment and thanked her for her contributions to the HSCP and IJB.

The Integration Joint Board:

- a) **Noted the appointment of Margaret Hogg to the post of Interim Chief Officer, Finance and Resources and Interim Section 95 Officer to the IJB; and**
- b) **Noted that a report outlining the process of appointing a permanent Chief Officer, Finance and Resources will be tabled at the IJB Finance, Audit and Scrutiny Committee.**

1. Declarations of Interest

Paul Ryan declared a connection to Item No. 7 – Children’s Services Whole Family Wellbeing Funding Plan.

Dr John O’Dowd declared a connection to Item No. 9 – Implementation of Alcohol and Drug Recovery Service (ADRS) Review and Medication Assisted Treatment (MAT Standards) - Shared Care Model.

2. Apologies for Absence

Apologies for absence were noted as above.

3. Minutes

The minutes of 27th November 2024 were approved as an accurate record.

4. Matters Arising

There were no matters arising.

5. Integration Joint Board Rolling Action List

Craig Cowan advised that there are no open actions on the IJB Rolling Action List.

6. Chief Officer Update

Pat Togher provided an update, which is available on the HSCP [website](#).

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Members highlighted the 239 attendances from the first two weeks of The Thistle being operational and questioned how many individuals this represents. Officers advised that there were a number of repeat attendances, and this figure represents just over 60 individuals.

There was a discussion in relation to the child abuse case and Members questioned what lessons have been learned and what changes have been put in place to prevent this from happening in the future. The Chief Officer advised that an independent case learning review will be undertaken, and an Independent Lead Reviewer has been commissioned. The lessons learned and action plan will be implemented once the review has taken place. Within Children's Services there has been new investment in child protection and the Family Support and Intensive Family Support teams have been upscaled in the past few years. The rigour and quality assurance around this is very robust.

Members and Officers highlighted the HSCP response to Storm Eowyn and how well HSCP staff performed, noting that Care at Home completed almost 90% of its usual activity, circa 10,000 visits on Friday 24th January, despite the challenges. The Local Authority Trade Union Representative confirmed that feedback from staff was that it was well managed with minimum disruption.

7. Children's Services Whole Family Wellbeing Funding Plan

Dominique Harvey presented a report providing an outline of the plan for the Whole Family Wellbeing Fund (WFWF) monies, which was allocated to address system 'as is' pressures by the Council's City Administration Committee on 20th June 2024, with the proposed plan outlined in Appendix 1 of the report, recommended for approval by the Children's Services Executive Group on 25th November 2024.

The report also includes the plan for shared methodological support across the Children's Services transformation programme and the Child Poverty Pathfinder, focusing on the development of evidence-informed approaches to achieve complex systems change, in line with the aim of WFWF, which is to support a shift from crisis responses to earlier intervention.

The Local Authority Trade Union Representative questioned how carers will benefit and who will deliver the service. Officers advised that a hub of support will be created, and learning has been taken from the Council and the Child Poverty Pathfinder. Families and carers will benefit from more seamless pathways into support. There will be an integrated approach when families come into the service from the HSCP, Glasgow City Council and the Third Sector.

Members referenced the pilot programme for Whole Family Wellbeing Support through General Practice and questioned if there has been any feedback from this. Officers advised that this is progressing well, and the learning is looking at a more integrated approach through primary care to provide immediate support when needs are emerging. Officers agreed to provide further information to Members.

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The Integration Joint Board:

- a) Noted that this proposal fits with the broad principles of the WFWF and the strategic direction for Children's Services;**
- b) Approved the plan for the funding of £3,000,000 over three years;**
- c) Approved plan for the funding for evidence-informed transformational change support of up to £600,000 over 4 years; and**
- d) Requested a future report to monitor the outcomes associated with the funding.**

8. Enhanced Mental Health Outcomes Framework

Kelda Gaffney presented a report updating on the revised plans for delivery on programmes funded through the Enhanced Mental Health Outcomes Framework and advise of the implications across all programmes for financial year 2025/26 following a reduction in the allocation.

The backlog for assessment and waiting times for the Child and Adolescent Mental Health Services (CAMHS) neurodevelopmental pathway was highlighted and Officers confirmed that digital support solutions are being explored. Members raised concern in relation to the reduction in staffing across CAMHS which will impact further on the waiting lists.

Officers advised that as well as CAMHS, there are similar demands in all services. Plans are being developed to look at how waiting lists and referrals can be managed more effectively to try and manage the pressures. Officers noted the concerns in relation to the reduction in staffing across CAMHS and advised that Specialist Children's Services are not hosted in Glasgow City HSCP. The reduction in funding for specialist services was applied equally across all GG&C HSCPs and there have been board wide decisions around this.

Members highlighted the unprecedented increase in referrals over the past 4 years in Adult Community Mental Health Teams for ADHD assessment. Members questioned if all patients have a confirmed ADHD diagnosis, and what is being done to reduce the number of referrals that are not required. Officers advised that not all people who seek diagnosis require medication or support or seek follow-up. There is joint work with Primary Care highlighting the use of social media and a broader range of tools that can be used.

The Staff Side Representative (NHS GG&C) sought assurance that the removal of vacancies in psychological therapies and counsellors did not apply to The Anchor service. Further clarity was also sought on the reduction in posts in school nursing. Officers advised that the psychological therapy vacancies being proposed do not relate to substantive posts or teams. In relation to the reduction in school nursing, this was a direction from the Scottish Government.

Discussion took place on the impact of the savings on individuals who use the services and Members raised concern that an Equality Impact Assessment (EQIA) has not been carried out.

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Officers advised that detailed discussions took place around the requirement for an EQIA, and the view was that it was not required on the basis that it relates to developments that were planned, and not services that are already in place.

Members noted dissatisfaction with this and questioned if an EQIA will be undertaken for the savings being presented in the 2025-26 Budget to the IJB in March 2025. Officers advised that EQIAs will be carried out where required for the 2025-26 Budget.

It was agreed that going forward, if EQIAs are not required, a detailed explanation will be included within the Equalities Implications section in reports.

Officers highlighted that the IJB received an update on the financial impact in November 2024, noting that the funding letter represented a 5.48% reduction compared to anticipated funding levels for 2024-25, equating to £1.587m reduction across all programmes. This report outlines the plans in terms of the reduction that the IJB and HSCP need to respond to now as they are occurring, due to receiving the funding letters late in the year. The second part of the report relates to future funding and baseline funding that will flow through to the 2025-26 Budget.

Following discussion, the Chair called a vote and the recommendations in the report were approved with 8 votes for and 6 votes against.

The Integration Joint Board:

- a) Noted the contents of the report;**
- b) Noted the impact of this funding on each of the programmes; and**
- c) Approved the proposed funding arrangements to deliver programmes in 2025-26.**

9. Implementation of Alcohol and Drug Recovery Service (ADRS) Review and Medication Assisted Treatment (MAT Standards) – Shared Care Model

Kelda Gaffney presented a report seeking support to implement a new model of Shared Care Model for Alcohol and Drug Recovery Service (ADRS), aligned to Medication Assisted Treatment (MAT) Standard 7; seeking approval to progress the commissioning of a third sector partner to deliver on the new Shared Care model; and seeking approval to implement the staffing model for the Primary Care Facilitation support.

Members questioned why only 60% of GP practices currently provide an ADRS Shared Care enhanced service. Officers advised that there is an opt-in for enhanced services, and GPs are not contracted to provide care and treatment for drug misuse. There are a number of small GP practices that don't have the capacity to provide this service, but this model will pick this up, and the Primary Care Facilitation Team will support this.

Clarity was sought on the Drug Deaths Taskforce and how often it meets. Officers confirmed that this was a national group and no longer meets.

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Bailie Norman MacLeod questioned the overall expenditure of the programme, including the cost for dispensing drugs and pharmacist time, and requested a further discussion on alternative solutions to deal with the challenge. Officers agreed to discuss the detail of this with Bailie MacLeod offline.

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The Integration Joint Board:

- a) Approved the implementation of a new Shared Care Model;**
- b) Approved the commissioning of a third sector partner to deliver the recovery aspect of the Shared Care Model; and**
- c) Approved implementation of the staffing model for a Primary Care Facilitation Team.**

10. Social Care Planned Procurement 2025/26 and Commissioning Development Plan

Rachel Mackay presented a report updating on the planned procurement for social care services for financial year 2025/26, and to update on the progress of the commissioning development plan and planned development actions for 2025/26.

The Local Authority Trade Union Representative highlighted the Sustainable Procurement tool within the development plan and questioned if there are specific examples of what sustainable procurement looks like. Officers agreed to provide examples to the Trade Union rep offline.

Officers

The Integration Joint Board:

- a) Noted the contents of the report;**
- b) Approved the planned procurement for the financial year 2025/26; and**
- c) Noted the progress and ongoing work in respect of the commissioning development plan.**

11. Glasgow City Integration Joint Board Budget Monitoring for Month 8 and Period 9 2024/25

Pat Togher and Gillian Hennon presented a report outlining the financial position of the Glasgow City IJB as at 15th November 2024 for Council and 30th November 2024 for Health and highlights any areas of budget pressures and actions to mitigate these pressures.

Officers highlighted that in 2021 the Scottish Government (SG) provided national funding to strengthen multidisciplinary working across health and social care systems to support discharge from hospital and to ensure that people can be cared for as close to home as possible, reducing avoidable admissions to hospital. On 1st November 2024, SG confirmed that the funding would now become recurring funding. However, in doing so SG have confirmed that the national pot available will reduce to £40m, which represented a cut of £5.7m. Details of the reductions which are required to stay within the revised financial envelope are provided within the report, as well as the impact on services and outcomes.

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The position in relation to delayed discharges was raised, and Members suggested that a convalescent service to assist with patient recovery before they return home could be beneficial.

Members also asked if the impact on the individuals using the services could be made clearer in future reports.

The Local Authority Trade Union Representative questioned where the reference to the expenditure in relation to carer's services is included within the report. Officers agreed to clarify with the Trade Union rep offline.

Officers

The Staff Side Representative (NHS GG&C) questioned if the reduction to the post within pharmacy is an NHS post, and if this is being reviewed under the Organisational Change Policy. Officers confirmed it is an NHS post and advised that the review hasn't started.

An update on Hospital at Home was requested and Officers confirmed that the new model commenced this week with a focus on respiratory patients. There will be a focus on hospital discharge.

The Integration Joint Board:

- a) **Noted the contents of the report;**
- b) **Approved the budget changes noted in section 3;**
- c) **Noted the update on the reserves, recovery plan and forecasted overspend as outlined in section 6;**
- d) **Approved the reductions to programmes required to stay within the funding now provided for multi-disciplinary teams; and**
- e) **Noted the summary of current Directions (Appendix 2).**

12. Glasgow City Integration Joint Board Reserves Policy

Deferred

13. Glasgow's Housing Emergency

Frances McMeeking presented a report updating on the current pressures facing Homelessness Services following the declaration of a 'housing emergency' in November 2023. The report also provides an update on the Housing Emergency Action Plan and the work being undertaken to mitigate the housing emergency.

There was a discussion in relation to empty properties in Glasgow City and the Head of Housing, Neighbourhoods, Regeneration & Sustainability (NRS) advised that there are around 400 housing associated properties that are empty, and the reasons are known for each of the properties. NRS have undertaken, with the acquisitions fund from the Scottish Government, to accelerate the renovation of the empty properties to ensure they are in use as soon as possible.

Members questioned what the current position is in relation to the homelessness funding, and if the costs relating to asylum decisions will be fully funded by Glasgow City Council.

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Officers advised that the asylum decisions are complex, and the impact of asylum is unpredictable. The HSCP are not in control of how many individuals the Home Office agree to facilitate in Glasgow City, including those granted leave to remain and family reunion visas. In relation to funding, discussions are taking place with Glasgow City Council regarding wording for a letter of comfort confirming whether they will underwrite the liability for 2025/26.

The Local Authority Trade Union Representative raised concern in relation to staff workload due to the increase in referrals. Officers advised that this is a challenging time and there has been a recruitment of staff that have been realigned to work on asylum referrals. Officers continue to work with trade unions and support staff within the Case Work Teams.

The Integration Joint Board:

- a) Noted the contents of the report; and**
- b) Noted the significant risks and challenges faced by the HSCP's Homelessness Service, including significant financial pressures.**

14. Workforce Plan 2022–2025 – Action Plan Update

Due to time constraints, this item was deferred to a future IJB.

15. Multi Agency Public Protection Arrangements (MAPPA) Annual Report 2023-2024

Karen Lockhart presented a report highlighting the Annual Multi Agency Public Protection Arrangements (MAPPA) report, published on 29th November 2024.

The Integration Joint Board:

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

16. IJB Committees – Update from Chair of Finance, Audit and Scrutiny Committee (meeting of 11th December 2024)

Graham Haddock, Vice Chair, advised that the [papers](#) and [draft minute](#) from the Finance, Audit and Scrutiny Committee (FASC) on 11th December 2024 are available on the HSCP website.

17. Glasgow City IJB – Future Agenda Items

Agenda items for future meetings of the IJB were noted.

18. Next Meeting

The next meeting will be held at 9.30am on Wednesday 19th March 2025. The Chair noted that the role of Chair rotates annually in February, therefore Paul Ryan will Chair the next meeting.

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