

# Glasgow City Integration Joint Board

IJB(M)2022-03

Minutes of a virtual meeting held  
at 9.30am on Wednesday, 29<sup>th</sup> June 2022

## Present: Voting Members

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

## Non-Voting Members

Ian Bruce	Third Sector Representative Substitute
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
Stuart Graham	Staff Side Representative (GCC) (substitute for Chris Sermanni)
Dr Richard Groden	Clinical Director (substitute for Dr John O'Dowd)
Ruth McIntyre	Independent Sector Representative
Susanne Millar	Chief Officer
Sharon Wearing	Chief Officer, Finance and Resources

## In Attendance:

Craig Cowan	Business Development Manager
Stephen Fitzpatrick	Assistant Chief Officer, Older People's Services
Tracy Ford	Governance Support Officer (Minutes)
Kelda Gaffney	Head of Specialist Services, Adult Mental Health
Margaret Hogg	Assistant Chief Officer, Finance
Julie Kirkland	Senior Officer (Governance Support)
Morag Kinnear	Principal HR Manager
Derek Noble	Head of HR (Social Work)

## Apologies:

Dr Martin Culshaw	Deputy Medical Director Mental Health Services & Addictions
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)
Dr John O'Dowd	Clinical Director
Chris Sermanni	Staff Side Representative (GCC)
Rona Sweeney	NHSGG&C Board Member

**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 27<sup>th</sup> April 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 three open actions.

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. Cllr Mhairi Hunter wrote to the City Council Treasurer and a response was received suggesting it be discussed further after the Council Elections.

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. Cllr Mhairi Hunter wrote to the Scottish Government and to date a response has not been received. This item to remain open.

Ref No 68 – Justice Social Work Pandemic Recovery Grant Proposal – The Chair agreed to formally write to the Scottish Government with an invitation to attend a session with Glasgow City IJB Members to discuss funding allocations. Cllr Mhairi Hunter to the Scottish Government and a response was received advising that the Scottish Government are working with Chief Finance Officers to review non-recurring funding streams. They did not accept the invite to attend a session with IJB members. Action to be closed.

**6. Chief Officer Update**

Susanne Millar provided the following update.

In relation to COVID-19, there had been a downturn in case numbers at the end of April however numbers are increasing again. Public Health are obtaining data on community transmission based on inpatient numbers and care home outbreaks. There are 365 in-patients with COVID-19, with 4 patients in ICU. Ten Care homes have an outbreak across Greater Glasgow

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and Clyde, 6 are within Glasgow City. There are 4 Mental Health wards closed across their estate relating to outbreaks. There has been an upturn in staff absence numbers across Health and Social Care relating to COVID positive cases. There are emerging cases in Adult non-care home services. . This cohort of service users were not eligible for the Spring booster however will receive the Autumn booster. Whilst staff test positive, there has also been a slight increase in onward transmission to clients which is not being seen in older people care homes. Service users are not unwell with COVID-19 however. Discussions are taking place with Public Health on whether this would impact the sequencing of the Autumn booster.

An update was provided on the National Care Service (NCS) Bill which was laid out in Parliament last week. It is proposed to use the IJB Development Session in early September to go through the Bill in more detail. This will allow time to assimilate all of the information. The Scottish Government have given a co-creation commitment and are holding Design School Workshops over the summer. The Chief Officer advised that it is crucial to manage anxiety of staff in relation to NCS.

Members were informed of the publication of the Medication Assisted Treatment (MAT) standards benchmarking report from Public Health Scotland. The Chief Officer provided reassurance that a self-evaluation has been carried out in the City and narrative has been submitted to the Scottish Government on compliance with the MAT Standards. A deadline of April 2023 has been given for the standards to be implemented. GCHSCP are currently at amber status, however this will be green by April next year. Included in the announcement by the Drugs Policy Minister was an update on the Safer Drugs Consumption Facility. A new service specification has been developed and shared with the Crown Office and Procurator Fiscal Service. Glasgow have offered to be the first site should permission be granted from the Lord Advocate. A response is expected over the summer and an update will be provided at the next IJB on the next steps.

The Chief Officer advised that since the last IJB, she has formally appeared at the Scottish Child Abuse Inquiry in relation to the Foster Care Study, which covers a period from the 1930s to 2014. As senior lead in the city relating to fostering, evidence was provided in relation to the formal submission. A senior HSCP presence was also in attendance for the witness statements and the Chief Officer is keen that the service reflects on the input from witnesses in relation to their experience of foster care. A commitment has been given to Lady Smith that the response to the Child Abuse Inquiry regarding Foster Care will be resubmitted following reflection on the evidence and witness statements. The Chief Officer has been asked to return to the Inquiry in Autumn for reflection and further questions.

Members questioned what the anxiety from staff relates to regarding the National Care Service. Officers advised that there is general anxiety around what it means regarding employment. The Chief Officer has additional concern regarding the significant capacity that will be required, on top of the current pressures, to ensure the HSCP and IJB properly contribute to the consultation process.

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Members highlighted the death rates from COVID-19 in Scotland, which remain high, and questioned why this is no longer reported. The Chief Officer provided reassurance that that deaths continue to be reported on a weekly basis. The context has changed rather than there being a change in reporting. The vaccination programme has had a positive impact and people are often dying with COVID-19 rather than of COVID-19 due to pre-existing or co-existing health problems.

An update was requested from Members on Ukrainian Refugees. The Chief Officer advised that within Glasgow City, the previous Asylum and Refugee Team and Asylum Bridging Team have been augmented. There is lots of experience in the city, however the service has never managed community hosting which is a big differential. There are currently 298 Ukrainians in the Welcome Hub in the city, 223 of which are adults and 75 are children. There are 83 in other accommodation waiting to come through to the Welcome Hub. There have been 40 matches with households, mainly to host families. The HSCP are working with RSL partners. There are approximately 600 families in the City. Some arrive via family visa so there is no data on this. For those who arrive through the super sponsorship scheme, the HSCP have responsibility for assessment and matching with hosts and the service is working with Local Authority colleagues regarding property and disclosure checks to allow matching to take place. The HSCP is also responsible for ensuring appropriate financial support is available to people who have arrived via the hosting scheme (either directly matched or super sponsor). There is no financial support for those arriving on family visas. There has not been a significant strain on the Health system. Physical and mental health wellbeing screening is carried out and a weekly report is received from the Board.

### 7. Complex Needs Service

A video was presented on the Complex Needs Service. The new service is a highly personalised, holistic wrap-around service for people presenting with multiple and complex health and social care needs. The video tells the story of the new service, how it came about, and how it's working to make a difference for the people of Glasgow. At the heart of the video is Neil, a service user who shares his lived experience and how he's being supported through his complex needs. The video is available to view at the following link:

<https://www.youtube.com/watch?v=p9H61djvHvU>

Members congratulated Glasgow City HSCP and the Chief Officer in leading the team responsible for the service. Members welcomed the video format and the impact this has over a written report. Officers agreed to look at using this format as a substitute for reports in future to illustrate service updates.

Members questioned how the record keeping happens and if there is an integrated record. Officers confirmed that there is no shared records as yet, however there is a shared Addiction Service and the record keeping is reasonable. The service has optimised the tools available. There is an integrated management structure and the Manager has responsibility across Health and Social Care.

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The Local Authority Trade Union representative advised that feedback from staff in the service has been positive however the pathway and referral criteria needs to be clearer. The current I.T. systems can also be problematic. Officers confirmed the pathways will be person centred. There will be connection back into care managers with complex needs support as part of the transition. The I.T. challenges were acknowledged which are well understood and there is ongoing learning from this.

The Independent Sector representative commended the work of the team which is a new way of working that looks at the whole system and works in tandem with the person wherever they are. The Chief Officer acknowledged the support from the third and independent sector to create a whole City approach.

### **8. Outturn Report 2021/22**

Sharon Wearing presented report to provide a high-level overview of the Integration Joint Board's draft outturn position for 2021/22, and to seek approval for the transfer of funds to reserves to allow completion of the Integration Joint Board's accounts by the statutory deadline of 30<sup>th</sup> November 2022.

The report was considered at the IJB Finance, Audit and Scrutiny Committee (FASC) on 15<sup>th</sup> June and approved for issue to the full IJB for final approval. The report highlights the outturn position and provides an update on reserves. The risk section was highlighted and the high levels of inflation which are likely to have an impact on the IJB this year.

The Vice Chair confirmed a good discussion took place at IJB FASC where the committee looked at the risks going forward and were supportive of the approach being taken regarding the general reserve.

Members questioned what methodology was used to identify the proposed use of the general underspend and how Officers arrived at those particular items, for example investment in infrastructure. Officers advised that there is an established process via the Integration Transformation Board, chaired by Sharon Wearing, which manages strategic financial planning. Officers bring proposals to the meeting for discussion to ensure the pressures are being managed in an integrated way. As it is non-recurring expenditure, decisions are taken as an Executive Team on the best use of the allocation of funding in a way that makes the biggest difference to services and meets the objectives of the Strategic Plan. Officers highlighted Assisted Living Aids and Adaptations as a specific example which has significant demand coming through, and Single Point of Access which requires bridging funding to get the service up and running.

In terms, property infrastructure, this is used for assets that are used by the IJB and involves discussion with partners and enables service needs to be delivered at pace where required.

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Members questioned the funding gaps in relation to Health Visiting and Homelessness Services, and whether there is any indication of the level of spend that is expected and the sustainability of these two services.

Officers confirmed that there was significant investment from the Scottish Government to increase the workforce in Health Visiting. The regrading of nurses didn't come with any additional funding however to cover the costs of staff working up through the pay scales. This resulted in a funding gap of £4m. Additional money has been put in over the last 2 years as part of the budget process and Officers will review again next year when the budget is set.

In relation to Homelessness, Officers confirmed this has operated with a deficit due the inability to recover all the costs for running temporary accommodation through housing benefit. The gap increased last year as more temporary accommodation was required to deal with demand. This will be reviewed next year when the budget is set and Officers will consider what other investment can be put into this area.

### **The Integration Joint Board:**

- a) noted the contents of the report; and**
- b) approved the transfer of £112.393m as outlined in paragraph 5.2.**

## **9. Unaudited Annual Accounts**

Sharon Wearing presented report to advise of the Unaudited Annual Accounts for the year ended 31<sup>st</sup> March 2022.

The accounts were considered by the IJB Finance, Audit and Scrutiny Committee on 15<sup>th</sup> June 2022 and approved for remit to the IJB for approval prior to submission to Audit Scotland. Audit Scotland will undertake the audit and the final audited accounts will be brought back to the IJB for final sign off in September or November.

### **The Integration Joint Board:**

- a) noted the IJB's Unaudited Annual Accounts;**
- b) approved the submission of the Unaudited Annual Accounts to Audit Scotland; and**
- c) noted the timescale for the sign-off of the Annual Accounts in Appendix 1.**

## **10. Mental Health and Wellbeing in Primary Care Services ('Wellbeing Hubs') 2022/23 Work Plan and Spend for Phase One**

Kelda Gaffney presented report to describe and seek approval for the Mental Health and Wellbeing in Primary Care (MHWPC) Hubs' 2022/23 Phase 1 work plan and spend and onward submission to the Scottish Government.

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Amina Khan updated on the activity that has taken place via the Expert Panel on Mental Health and Ethnicity which is not referenced in the report. Officers apologised for the omission in the report and confirmed they have attended the Expert Panel with proposals and will continue to work alongside them.

The Third Sector representative welcomed the paper and stressed the importance of connecting into communities and ensuring they are resourced fairly as the model grows. Clarity was sought on what strategic approach will be taken to ensure resources are available and sustainable. Officers confirmed this has been part of regular discussions and will be considered within the Steering Group to ensure models will include additional investment, not only in statutory services, but in community organisations as well.

Members asked for assurance on where the resources will come from. Officers acknowledged there will be challenges in terms of scaling up and recruitment, however there is a range of services across the City that can be brought together. Resource and recruitment implications and staffing models have been under consideration for a couple of years and will continue to be.

Clarity was sought from Members on whether waiting times have increased since the COVID pandemic in terms of adult and children's mental health. Officers confirmed that there is particular pressure in mental health and demand has exceeded pre-pandemic levels. The Chief Officer confirmed that there is regular reporting to the IJB and Finance, Audit and Scrutiny Committee on this and agreed to provide more detail offline.

Members raised concerns regarding access to GP services and one Member raised concerns that a GP practice in their area wasn't seeing any patients – the Chief Officer agreed to follow this up with the Member. The Clinical Director stated that GPs working under real pressure and are committed to their patients and wished to challenge the opinion that GPs weren't seeing any patients. Officers confirmed that GP consultations have returned, and demand has exceeded previous levels. A meeting has taken place with all Clinical Directors across the Health Board area to look at how to support general practice due to the current pressures and an action plan will be developed. The Chief Officer offered to arrange a briefing for new members on the significant investment in primary care to support GPs and ensure their time is properly focused.

Officers

Officers thanked members for their comments which will be taken into the steering group.

### **The Integration Joint Board:**

- a) **noted the submission to Scottish Government required on 31<sup>st</sup> May 2022 on our initial plans and direct any subsequent changes required; and**
- b) **approved commencement of Phase 1 expenditure in 2022-23 of £127,700.**

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**11. Mental Health Recovery and Renewal Fund Phase 2 for Dementia Post Diagnostic Support for people with advanced dementia**

Stephen Fitzpatrick presented report to seek approval for the proposed spend from Mental Health Recovery and Renewal Fund Phase 2 for Dementia Post Diagnostic Support (PDS).

**The Integration Joint Board:**

- a) noted the intentions and expected outcomes of this additional funding; and
- b) approved the spending proposal.

**12. Glasgow City HSCP Workforce Plan 2022 – 2025**

Sharon Wearing presented report to provide an update on the Workforce Planning and Service Redesign programs, currently and over the next 3 years.

The HSCP requires to have a workforce plan published every 3 years. Due to the COVID-19 pandemic, the timescales have changed and the process adjusted. All HSCP draft plans will be submitted to the Scottish Government for review by the end of July 2022, comments will be returned by the Scottish Government in mid-August, with plans then finalised and published by the end of October 2022. The final plan will be submitted to the IJB in September 2022 and will include an action plan.

The Local Authority Trade Union representative highlighted a number of suggestions for inclusion in the draft plan including rates of pay to attract and retain staff; limitations of current I.T. systems; hybrid working/4-day week pilot; carbon reduction strategy; guidance and training for newly promoted line managers; and maximum caseload numbers (as per the Social Work Scotland, Setting the Bar report). Trade Unions would also oppose any outsourcing of services.

Officers confirmed that all points raised are valid and would be considered through ongoing discussion in the Strategic Liaison Meeting which would be the appropriate structure for those discussions. In relation to outsourcing, the Chief Officer confirmed that there is a legal framework regarding provision of services with a requirement to have a mixed economy of provision.

Members suggested that more information is included in the plan regarding retention of staff, turnover rates and what exit interviews say about why staff are leaving the service. Officers confirmed that work is planned to develop analytics, including obtaining more detail from exit interviews. There is an ageing workforce, with a significant number 55+ so there is a need to plan for the future.

The Independent Sector representative highlighted that there are retention and recruitment issues across the whole system which is likely to be an issue long-term. There is a need to be mindful of whole system demand and capacity and how we can make things work more efficiently and effectively. Consideration

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also needs to be given to the profile of the population and people's expectations of services in the future.

Members suggested that detail is included on how the HSCP are meeting their duties in relation to equalities and staff planning. Officers confirmed that as well as ensuring the Workforce Plan is aligned with the Strategic Plan and Maximising Independence, they will look at what other documents it needs to be aligned to such as the Equalities and Mainstreaming report.

### **The Integration Joint Board:**

- a) reviewed and approved the draft plan; and**
- b) noted that the draft plan including the action plan will return to the IJB in September 2022 for final approval.**

### **13. Annual Performance Report 2021-2022**

Susanne Millar presented paper which seeks approval of the Annual Performance Report for the Health and Social Care Partnership for the year 2021/22.

The IJB have previously agreed that an Annual Performance Report would be produced and presented to them each year. Officers confirmed that performance information is routinely presented to the IJB Finance, Audit and Scrutiny Committee where detailed performance presentations are delivered by client group leads.

### **The Integration Joint Board:**

- a) approved the attached Annual Performance Report for 2021/22;**
- b) noted that some final year-end figures will be included once available;**
- c) approved that responsibility for any final amendments to the report to incorporate these year-end figures will be delegated to the Chief Officer; and**
- d) noted that a glossy version and summary version will also be produced and published, as has been done previously.**

### **14. Glasgow City IJB Strategic Plan 2023**

Craig Cowan presented the draft IJB Strategic Plan to seek approval to proceed to the consultation stage.

Officers advised that the engagement activity is ongoing and will run in parallel with the consultation activity. The consultation will take place in the second half of 2022 and the final draft of the Plan will be presented to the IJB for approval in early 2023.

Members commended the approach and questioned if an easy-read version or on-line interactive version will be available to make it more accessible for a wider audience. An introduction, contents and guidance page were also

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suggested as well as presenting the plan in magazine format. The removal of statistics was also proposed to make the document an easier read.

Officers confirmed that the consultation will conclude by end of October to allow the graphic designer to work on the glossy version and make it as interactive as possible. Officers will look at the format of other strategic plans and how to engage people with the specific sections they want to read. The Advocacy Project have already been contacted to produce an easy-read version. An accessible version and BSL version will also be produced and the service will respond to requests to receive the plan in different languages and formats. In relation to statistics, Officers will consider including some of this detail as hyperlinks and will review this further when the consultation responses are received.

Discussion took place on the rationale for producing 3-year plans. Officers confirmed that current legislation states that plans need to be reviewed every 3 years but plan can cover a longer period. NCS legislation however states that strategic plans should not exceed 3 years.

### **The Integration Joint Board:**

- a) noted the report in relation to the engagement activity undertaken to advise the draft Strategic Plan; and**
- b) approved the draft Strategic Plan for consultation.**

## **15. Glasgow City IJB Membership – Committee Appointments**

Allison Eccles presented report to note a number of changes to the membership of the Glasgow City Integration Joint Board and seek approval of appointments to IJB Committees.

It was noted that two new NHS Non-Executive Members have been appointed to Glasgow City IJB, however formal notification has still to be received from NHS GG&C Board.

In relation to the NHS Non-Executive vacancy on the IJB Finance, Audit and Scrutiny Committee, Amina Khan volunteered to fill the vacancy. The IJB agreed to this appointment.

### **The Integration Joint Board:**

- a) noted the appointments to the IJB outlined in section 2.1;**
- b) noted that Glasgow City Council have appointed Councillor Chris Cunningham as Chair of the IJB;**
- c) approved the appointments to IJB Committees at section 3.2; and**
- d) noted a number of positions remain vacant on IJB Committees 3.4.1 and 3.4.2.**

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## 16. Maximising Independence Update

Stephen Fitzpatrick presented an update on Maximising Independence (MI) which covered the following areas:

- MI Workstreams
- MI Programme
- MI Strategic Alignment
- MI Organisational Change Model
- Innovate from Current to Future State
- MI Projects in Progress
- Single Point of Access Strategy (SPoA) and Progress
- National Guidance: Mental Health and Well-being Primary Care Service
- MH Hubs 2022/23; initial development year
- Family Group Decision Making and Progress
- MI Carers Strategy Priorities
- Reablement
- Community Asset Mapping
- MI Key Enablers
- TEC Clinic Vision and Progress
- Communication & Engagement
- Draft MI Values
- MI Core Values (working draft)

The Chief Officer advised new members that this is the HSCP's key strategic direction of travel and the IJB is regularly updated on progress.

Members asked for more information on the finance and resources being invested in community activity. Officers confirmed that £2m has been earmarked to support community activity which will be non-recurring. There is funding available to support the programme as it stands and build from there.

The Vice Chair queried how MI will be governed going forward to allow members more time at a future point to ask questions and be involved in discussions. It was agreed this will be discussed further with the Chair, Vice Chair and Chief Officer.

## 17. Annual Risk Management Review 2021/2022

Allison Eccles presented the report to provide an annual summary on the risk management activity and risk registers maintained within the Glasgow City Health & Social Care Partnership during 2021/22.

### **The Integration Joint Board:**

- a) **noted the contents of the report; and**
- b) **noted the attached Integration Joint Board, Social Care and Health risk registers contained in Appendix A.**

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**18. Annual Review of IJB Records Management Plan**

Allison Eccles presented the report to update on the outcome of the desktop review of the IJB's Record Management Plan carried out in May 2022.

**The Integration Joint Board:**

- a) **noted the contents of the report; and**
- b) **noted the proposed change to Element 13 of the records management plan regarding annual assurance statement.**

**19. Glasgow City IJB Directions Annual Report 2021/22**

Allison Eccles presented the report to provide a summary of the Directions issued by Glasgow City Integration Joint Board (IJB) to Glasgow City Council and NHS Greater Glasgow and Clyde in the period June 2021 to May 2022.

**The Integration Joint Board:**

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

**20. IJB Committees – Update from the Public Engagement Committee (meeting of 25<sup>th</sup> May 2022)**

John Matthews provided an update from the IJB Public Engagement Committee (PEC) held on Wednesday 25<sup>th</sup> May 2022.

The Committee received an update on the following areas:

- progress on the review of the IJB Strategic Plan.
- Carers Strategy 2022/25 - consultation and engagement activity
- locality engagement activity
- consultation engagement log

**21. IJB Committees – Update from the Finance, Audit and Scrutiny Committee (meeting of 15<sup>th</sup> June 2022)**

In the absence of Rona Sweeney, Chair of FASC, Simon Carr provided an update from the IJB Finance, Audit and Scrutiny Committee held on Wednesday 15<sup>th</sup> June 2022.

A number of items have been presented to the IJB today. Detailed performance presentations were delivered from Justice Services, Homelessness and HR.

Attendance Management and the Clinical and Professional Quarterly Assurance Statement were presented which are regular reports to Committee. The Committee also received a report on the Adult Support and Protection 2021 Annual Self Evaluation Update.

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**22. Glasgow City IJB - Future Agenda Items**

Allison Eccles presented the future agenda items for the IJB in 2022 for information.

**23. Next Meeting**

The next meeting will be held at 9.30am on Wednesday 28<sup>th</sup> September 2022 via Microsoft Teams.