

**GLASGOW CITY HEALTH & SOCIAL CARE
INTEGRATION JOINT BOARD**

IJB(M)2017-03

Minutes of meeting held in the Sir Peter Heatly Boardroom, Glasgow City HSCP,
Commonwealth House, 32 Albion Street, Glasgow, G1 1LH
at 9.30am on Wednesday, 15th March 2017

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| PRESENT: | Simon Carr | NHSGG&C Board Member |
| VOTING MEMBERS | Cllr Malcolm Cunning | Councillor, Glasgow City Council (substitute for Cllr James Adams) |
| | Jeanette Donnelly | NHSGG&C Board Member |
| | Ross Finnie | NHSGG&C Board Member |
| | Jacqueline Forbes | NHSGG&C Board Member |
| | Cllr Marie Garrity | Councillor, Glasgow City Council |
| | Cllr Emma Gillan | Councillor, Glasgow City Council |
| | Cllr Archie Graham | Councillor, Glasgow City Council (Vice-Chair) |
| | Cllr Mhairi Hunter | Councillor, Glasgow City Council |
| | Cllr Matt Kerr | Councillor, Glasgow City Council |
| | Rev. John Matthews | NHSGG&C Board Member |
| | Trisha McAuley | NHSGG&C Board Member (Chair) |
| | Bailie Mohammed Razaq | Councillor, Glasgow City Council |
| | Robin Reid | NHSGG&C Board Member |
| | Cllr Soryia Siddique | Councillor, Glasgow City Council |
| | Rona Sweeney | NHSGG&C Board Member |
| NON-VOTING MEMBERS | Jonathan Best | Interim Chief Operating Officer, NHSGG&C |
| | Mari Brannigan | Nurse Director |
| | Patrick Flynn | Head of Housing and Regeneration, Glasgow City Council |
| | Dr Richard Groden | Clinical Director |
| | Ian Leech | Glasgow City Staff Side |
| | Alex MacKenzie | Chief Officer, Operations |
| | Margaret McCarthy | NHSGG&C Staff Representative |
| | Peter Millar | Independent Sector Representative |
| | Susanne Millar | Chief Officer Planning, Strategy & Commissioning/Chief Social Work Officer |
| | Andrew Robertson | Carers Representative |
| | Anne Scott | Social Care Users Representative |
| | Ann Souter | PPF Representative |
| | Dr Michael Smith | Lead Associate Medical Director Mental Health |
| | Shona Stephen | Third Sector Representative |
| | Sharon Wearing | Chief Officer, Finance and Resources |
| IN ATTENDANCE: | Mike Burns | Head of Children's Services |
| | Allison Eccles | Head of Business Development |
| | Stephen Fitzpatrick | Heads of Older People's Services |
| | Duncan Goldie | Performance Planning Manager |
| | Jackie Kerr | Head of Operations, North West Locality |
| | Sheena Walker | Governance Support Officer (Minutes) |
| APOLOGIES: | Cllr James Adams | Councillor, Glasgow City Council |
| | David Williams | Chief Officer |

Trisha McAuley commenced the meeting by welcoming new members Jeannette Donnelly and Jonathan Best to the Integration Joint Board. Trisha advised that it was Ian Leech's last meeting and that he would be replaced by Chris Sermanni; Trisha thanked Ian for his contribution and input to the IJB.

Trisha stated that it was also Robin Reid's last meeting and he was standing down from the Health Board after 6 years; Trisha advised that Robin would be hugely missed for his professionalism and experience.

1. DECLARATION OF INTERESTS

Peter Millar declared an interest to items 8 and 17 as a result of being a member the group developing the proof of concept for homelessness services. Peter also declared an interest in item 16 on the Scottish Living Wage.

Shona Stephen declared an interest in item 16.

2. APOLOGIES FOR ABSENCE

Apologies for absence were noted.

3. MINUTES

The minutes of the meeting of the Integration Joint Board held on 15th February 2017 were approved as an accurate record subject to the following amendment:

Page 8, Item 11 – Elaine Rae welcomed the proposal *'as a way to bring people together to work in an integrated approach, and welcomed (the opportunity from Jackie Kerr) on behalf of the independent sector (strategic nursing group) noting their interest in contributing to the development of new models of care around delayed discharge.'*

4. MATTERS ARISING

Allison Eccles reported that the action, from the rolling action list, for Cllr Graham to write to the Scottish Government regarding finance was complete and that a response had been received from Kevin Stewart, advising that the Scottish Government shared the concerns of the IJB, and that a decision would be made by 31st March 2017 regarding the method of allocation of the £22.5m to cover management fees for temporary accommodation.

Cllr Graham stated that the IJB would revisit this at the end of March.

Cllr Graham

5. IINTEGRATION JOINT BOARD STANDING ORDERS

Allison Eccles presented a paper seeking approval for a number of revisions to the Standing Orders of the Glasgow City Integration Joint Board.

Allison reported that there were no substantive changes, but these were tracked for reference.

Peter Millar asked that for section 2.4e, regarding additional members, a line be included to state *'This IJB has chosen to include one member in respect of Independent Sector bodies carrying out activities related to health or social*

care in its area.'

The Integration Joint Board:

a) approved the revised Standing Orders appended to this report including the addition to item 2.4e as proposed by Peter Millar.

6. INTEGRATION JOINT BOARD ROLLING ACTIONS LIST

The Glasgow City Integration Joint Board noted the Rolling Actions List.

7. INTEGRATION JOINT BOARD FINANCIAL ALLOCATIONS AND BUDGETS FOR 2017 / 18

Sharon Wearing presented a report to provide the IJB with a full update on the proposed financial allocations to, and implications for, the IJB Budget in 2017-18.

Sharon stated that in relation to the financial allocation from Glasgow City Council, Glasgow had received a £14.17m allocation; section 2.2 of the report showed the breakdown of this to the Scottish Living Wage, veterans and carers. Section 2.4 of the report outlined the proposals to address the stretch target of £4.872m. The table at section 2.8 showed the breakdown of the net budget which was £398,257,000 and not £402,901,000 as stated in the narrative.

Sharon informed the IJB that the Scottish Government wrote to Health Boards on 15th December 2016, regarding budgets for 2017/18, and that it was the expectation that budgets be retained at 2016-17 cash levels, for integrated authorities, and should also include the set aside amount for hospital services. The Scottish Government would also work with Health Boards over the next few months on hospital budget delegation, including set aside budgets. Sections 3.3 and 3.4 of the report outlined the Scottish Governments expectations regarding primary care and early intervention and prevention.

Sharon reported that, in relation to the Health Board budget, Glasgow City IJB was now responsible for funding its own inflation uplifts and budget pressures and there were £8.84m of savings required. However, this did not include Glasgow City IJB's share of £7.8million of historic unachieved savings from 2015/16, which pre-dated the establishment of the IJB and which the Health Board was including in its allocation. Sharon informed the IJB that if the offer was accepted, then they would be below the budget of 2016-17, and section 3.9 of the report outlined the reasons not to accept the offer. Section 3.12 of the report and Appendix K outlined the proposals for service reforms and efficiencies identified and it was recommended that a further report be presented to the IJB in June on the proposals to address the savings gap.

Sharon Wearing

Trisha McAuley thanked Sharon for her report and wanted to reassure members that in relation to the Health Board budget, there had been numerous meetings to agree how to face the financial challenges in the year ahead; that the scale of the challenge was unprecedented and that the Health Board had genuinely tried to reconcile that at its February Board meeting.

Cllr Graham noted that the Council had to respond to pressures for a number of years, with no assistance from the Scottish Government, which had been particularly problematic for social work services; there were real pressures in providing services. Cllr Graham highlighted that the Council had to deal with

these savings by making efficiencies in other areas of the Council or from reserves. Cllr Graham stated that the NHS were seeking to pass on unachieved savings which pre-dated the establishment of the IJB, which already had a huge number of savings to find; and that this was not the best way for the Health Board to respond to financial difficulty. Cllr Graham suggested to the IJB that the Officers recommendation be accepted, to not accept the 2017-18 delegated budget from the Health Board.

Trisha McAuley informed members that a decision would be made regarding the Council budget and savings outlined at 2.4; then the Health budget and the savings outlined at 3.12; and then a decision regarding the budget and funding pressures identified at 5.2 and 5.3.

Financial Allocation from Glasgow City Council

Trisha McAuley asked if there were any comments or questions regarding section 2 of the report 'Financial Allocation from Glasgow City Council.'

Ian Leech questioned, in response to pressures, how many social worker posts had been cut and in which areas. Susanne Millar reassured the Board that Senior Managers were sighted on this and a process was underway to review the social worker spread across client groups and localities. Susanne stated that the fieldwork budget set two years ago had resulted in pressures in some client groups including children and families, in particular areas, but not in older people; action would be taken to address imbalances. It was agreed that a report would be brought to the IJB at a later date on the social work workforce.

Susanne Millar

Shona Stephen referred to the social work stretch target to older people at 2.4 highlighting that the removal of funding to sheltered housing was agreed two months ago with no clear assessment of the impact. Sharon Wearing reported that the savings detailed were stretched targets and there were no further savings relating to sheltered housing in the paper. Engagement had taken place with Officers and RSLs regarding the impact of decisions, and discussions regarding how to best manage the system in Glasgow was part of the strategy.

Cllr Hunter highlighted that there would be risk in relation to timescales to complete social work assessments for clients from sheltered housing. Susanne Millar advised that they were aware of the impact and that referrals for assessment must be completed and then a decision made regarding intervention. Susanne explained that the IJB was fully committed to shifting the balance of care for older people to community.

Cllr Graham informed the IJB that he had received a letter from the Wheatley Group, regarding the withdrawal of funding to sheltered housing, and requesting that funding continue until March 2018. Cllr Graham advised there was no resource available, but that they would work closely in partnership until the end of the next financial year to have a joined up approach to the service. Trisha McAuley acknowledged the pressures the housing sector was under and that engagement with the IJB was critical. The IJB agreed that reports on this would continue to be presented to allow the IJB to keep an oversight of this.

Susanne Millar

Patrick Flynn informed the board that there would be capital costs to remodelling a number of houses due to change in service provision, and at an appropriate time the IJB be informed of costs, as these would need to be met by RSLs. The IJB agreed an update be presented when appropriate.

Trisha McAuley asked members if they agreed with the recommendations to agree the savings programme at paragraph 2.4; accept the delegated budget from Glasgow City Council for 2017/18 and delegate a budget to Glasgow City Council as per recommendation 'e'. The IJB agreed with the recommendations.

Ian Leech stated that Unison was opposed to all cuts.

Financial Allocation from NHS Greater Glasgow and Clyde Health Board

Trisha McAuley referred to the recommendations regarding the NHS financial allocation at paragraph 3.12 and recommendation 'f' to not accept the 2017-18 delegated Health Budget for the reasons outlined at section 3.9, inviting questions and comments from the IJB.

Jonathan Best referred to Cllr Graham's comment regarding savings advising that the Health Board was also required to make savings of 3% per annum, without assistance from the Scottish Government, and that savings had to be made to deliver a balanced budget. Jonathan stated that there was no additional money and that savings would need to be made from other areas to achieve a balanced budget, for example the acute sector.

Simon Carr raised the issue of governance about both the Health Board and IJB financial planning arrangements relating to the timescales of papers being issued in relation to the budget. Simon noted that this was not helpful for discussion and making decisions. Simon proposed not rejecting the budget, but to note this and instruct the Officer to have further discussions with the Health Board. Simon also raised that Appendix L was not included in the report and that the detail of the set of key priorities from the Scottish Government to IJB's was required for discussions to take place.

Sharon Wearing reported that section 6 listed the priorities outlined in the letter that the IJB was expected to deliver on, and that Appendix L would be circulated to members.

Sharon Wearing

Robin Reid acknowledged that the main issue appeared to be the dispute matter of the £7.8m saving, noting that there had already been compromise on this figure by the Health Board, put forward by him, and that he does not agree with the Chief Finance Officers recommendation, but that they should instruct the Officers to continue the discussion.

Alex MacKenzie informed the IJB that the timescale for the paper being issued was influenced by a desire to have the paper as up to date as possible and to provide current information. The scale of the financial challenge would be discussed in detail on the other items on the agenda.

Jacqueline Forbes informed the IJB that she was committed to working in partnership and that the problem needed to be resolved collectively with the Health Board. At the Health Board meeting there was a compromise tabled and people were prepared to consider alternatives, and that this was the spirit that was required moving forward. Jacqueline supported the point made by Simon to have a collective resolution to the problem.

Cllr Kerr agreed that there required to be collaborative working but advised that rejecting the offer acknowledges that it is not acceptable and that further discussions should take place. Cllr Kerr highlighted the number of cuts over the years and that to reach this stage in the financial year and be informed

that the IJB needed to find more savings was a breach of the spirit of partnerships and how the IJB came together. Cllr Kerr stated that instructions were clear from the Minister and that he proposed to reject the offer.

Sharon Wearing confirmed that Chief Finance Officers had clear guidance from the Scottish Government that if the budget was below 2016-17 cash levels then they have to propose to IJBs not to accept the offer.

Mari Brannigan referred to the Scottish Government priorities outlined at 3.3 and section 6 regarding expenditure to be maintained at 2016/17 levels in Primary Care and Mental Health, noting that proposals have been outlined by the Officer to maintain spend at 2016-17, but a lot of saving programmes were from mental health and that this added to the burden of the service going forward. Mari questioned what this meant for the partnership and the financial difficulties.

Cllr Cunning agreed that noting the offer by the Health Board did not include instruction one way or other, and there was the expectation from the Scottish Government that IJBs resolve this and that to do this they needed to accept the recommendation in the paper and that Officers go back to Health Board for further discussions. Cllr Cunning also recognised the compromise made by the Health Board, but that further discussion was required.

Ross Finnie informed the IJB that this was not a position he wanted the IJB to be in. As a member of both the IJB and the Health Board he was supportive of integrated care and diffusing the situation, but did not think a polarised vote would be helpful in contributing to an ultimate settlement, or choosing between two sets of officials.

Sharon Wearing reinforced that they were debating the share of the £7.8m as this was not allocated in the 2016-17 budget, and this was the cusp of the issue. Sharon highlighted that this was also not part of the due diligence exercise in 2015-16 or 2016-17; and this was also not in line with the Scottish Government recommendation. Sharon recommended that the IJB did not accept the offer and to go back and have discussions with the Health Board regarding the 2017/8 budget and that this be in line with Scottish Government recommendations.

Richard Groden informed the IJB that as a GP in Glasgow he saw real pressure on colleagues in relation to primary care and that it was the IJBs responsibility to make the right decisions for citizens of Glasgow. Richard highlighted that if the budget was reduced this would impact primary care services and the population of Glasgow. There was also the challenge around prescribing, for the first time, with growth of £4.87m in 2017-18.; Glasgow was performing far better than other partnerships and there was limited opportunity for further efficiencies. Richard reinforced that it would be a real challenge if the IJB did not accept the Officer's recommendation.

Andrew Robertson noted the importance of partnership working and that the recommendation should have been framed with an urgent direction to continue to have discussions on reviewing the budget offer with the Health Board and the Scottish Government. Andrew emphasised that it was important that wording was consistent with governance and partnership working.

Rona Sweeney questioned that if the issue could not be resolved, what the escalation route would be. Allison Eccles confirmed that a communication would go back to the Health Board for further discussion.

Cllr Graham put forward a formal motion to the IJB, seconded by Cllr Kerr; the motion is to agree the CFO's recommendation not to accept the 2017-18 delegated health budget for the reasons outlined in her report; and to instruct Chief Officer to engage further with NHS Greater Glasgow and Clyde and the Scottish Government to bring a revised delegated budget to the next IJB meeting.

David Williams

Trisha McAuley called a vote to the motion; the IJB voted and 13 members approved the motion. 0 voted against. 3 abstentions.

Health Service Reform and Efficiencies (paragraph 3.12)

Robin Reid advised that it would be helpful to be aware of the mechanism to agree the cuts identified and made particular reference to the Glasgow Centre for Inclusive Living Better Homes project.

Shona Stephen also advised that as a Third Sector representative she had been approached by a number of organisations affected who were concerned by the scale of the cuts and how decisions were made, with no consultation or impact assessment. Shona also referred to cuts to Glasgow Centre for Inclusive Living, recognising that they were relatively small cost and that they should be protected as cuts to small projects had a significant impact.

Peter Millar questioned the £137k cut to Intermediate Care capacity, why there were cuts when this had assisted in achieving results in bed blocking; and what plans were for the future.

Stephen Fitzpatrick reported that discussions had taken place regarding savings options and recommendations made to the IJB as part of the transformation programme. Stephen explained that it had been acknowledged that the Intermediate Care Fund was successful to the change fund; and it was important to emphasise that this budget was allocated on a yearly basis. The saving of £137k was a procurement saving, this was not a cut, but recognition that voids would not be funded going forward. Stephen explained that the Glasgow Centre for Inclusive Living service was not considered a priority for funding, as there were other more efficient options that could meet the needs and capacity to do the work. Stephen re-iterated that Integrated Care Funding was not core funding and its non-recurrent and annualised basis had been made clear to all recipients. Shona Stephen informed members that the process for proposing cuts was an issue. Shona suggested that discussions should have taken place with service providers to come forward with savings. There should be a partnership approach and working together to make decisions.

Alex MacKenzie reported that it was important to note that in relation to efficiency and productivity some reviews were more established than others. Officers had tried to protect community services and to deliver on this. The redesign of older people's services, for example, was to protect frontline service including district nursing. Alex advised that proposals for efficiency savings on core service had been discussed at the core leadership groups that include nursing and medical advisors. Alex also highlighted that there were still £2.7m of savings to be identified.

Patrick Flynn offered to engage with colleagues to ensure that the housing contribution statements are redesigned in an appropriate way, and to ensure that funding can be secured.

Trisha McAuley stated that there two distinct issues being raised. The first was around the transparency of the governance and stakeholder engagement arrangements for deciding on the use of Integrated Care Funding. It was appropriate that the IJB had assurance on this issue. The second issue was which projects then received funding and this was an operational issue.

Sharon Wearing reported that there were significant levels of savings to be delivered and that a decision was required to move forward to commence in achieving the savings target.

Alex MacKenzie reinforced Sharon's point, indicating that a delay would result in a bigger challenge.

On the governance issue, it was agreed that officers bring a future report to the Board outlining the governance arrangements for decision making regarding the use of Integrated Care Funding.

On the operational issue, Alex agreed that officers would re-view the existing decisions on Better at Home and Housing Options for Older People and this was delegated to officers.

The Integration Joint Board:

- a) ***noted the contents of the report;***
- b) ***agreed the savings programmes at paragraph 2.4 and 3.12, with the exception of 'Better at Home' and 'Housing Options for Older People', which was delegated to officers to review.***
- c) ***agreed that the IJB would receive a future report on the governance arrangements for the management of Integrated Care Funding.***
- d) ***noted that further options will require to be brought to the June meeting to address the gap of £2,694,257;***
- e) ***agreed to accept the delegated Budget from Glasgow City Council for 2017-18;***
- f) ***delegated a budget to Glasgow City Council of:***
 - Gross £564,463,800***
 - Income £166,206,800***
 - Net £398,257,000***
- and directed that this budget is spent in line with the strategic plan of the Integration Joint Board;***
- g) ***agreed the CFO's recommendation not to accept the 2017-18 delegated health budget for the reasons outlined in her report; and to instruct officers to engage further with NHS Greater Glasgow and Clyde and the Scottish Government to bring a revised delegated budget to the next IJB meeting.***
- h) ***agreed to the funding pressures identified at 5.2 and 5.3, resources being allocated from the contingency budget, with the balance being used in the interim to cover the savings gap; and,***
- i) ***noted an updated report would be provided in due course to members on the delegated Health Budget.***

8. HOMELESSNESS SERVICES – TRANSFORMATIONAL CHANGE – UPDATE AND NEXT STEPS

Susanne Millar presented a paper to update the Integration Joint Board on the transformational change programme relating to Homelessness Services.

Susanne advised that Glasgow West of Scotland Housing Forum had written to her to raise concerns about the report and request that it be withdrawn from the agenda. Susanne had advised that the paper could not be withdrawn by her and that previously the IJB had not withdrawn papers on the basis that stakeholders disagreed with the content. However, she assured the GWSHF that she would represent their views at the IJB meeting.

The view of Glasgow West of Scotland Forum was that the report was only focused on housing associations and should have also focused on the homeless service role. They queried figures and the relationship of the number of resettlement plans and lets of housing associations. Susanne had met with David Bookbinder to discuss concerns and responded to the letter to provide assurance that the report was not intended to be confrontational or the intention to single out housing associations. Susanne had suggested that they were not aware of the range of reports that set out performance issues in relation to homelessness nor the resultant improvement plans; highlighting that the HSCP had been very public of the improvements required in the service.

Susanne then explained that the IJB had requested a report on housing association performance in relation to percentage of lets and percentage of plans received, however the information was available from 2015/16, which was not a true reflection of current performance or improvements. Therefore the report presented was to provide information and about the wider transformational agenda.

Susanne advised that the report outlined the strategic review and work around housing options and partnership working. There is also the city centre initiative to manage the longer-term decommissioning of the Hamish Allen Centre, to modernise the out of hours service and not just concentrate on homelessness. Susanne noted the successful partnership approach to the winter shelter and that a detailed report would be presented on this in future.

Susanne Millar

Susanne highlighted the progress on a number of areas of work but the planned improvements in accessing temporary and permanent housing had not been met and will continue to be worked on by the Housing Access Board.

John Matthews highlighted that it was concerning that given all the creative work that had been carried out there was still not enough housing stock available and the HSCPs had to deal with this burden. Members discussed lack of housing available and the effect this had on people.

Peter Millar indicated that it would be beneficial to see a league table of how the housing sector was performing; as this was about people's lives and there was a huge human and financial cost. The idea of corporacy was right and questioned if the Board could do more in working with other areas of the Council and private landlords.

Simon Carr stated that he had been concerned about the report but had some reassurance from Susanne.

Shona Stephen reported that Queens Cross Housing Association was committed to supporting the work of the HSCP and all approaches, but the reason for requesting the withdrawal of the paper was due to the issues being complex and not just about housing associations and it is about imagination and working together. Shona stated that in relation to the issues of referrals being turned down, they had to understand the reasons for this and suggested that the IJB review this at a development session.

Cllr Hunter agreed with the need for a development session.

Trisha McAuley agreed that a development session should take place to give IJB members the opportunity to learn more about the transformational change agenda in homelessness services

Susanne Millar

Ian Leech advised that frontline homeless case work staff do report difficulties in accessing housing as being a frustration.

The Integration Joint Board:

- a) noted the content of the report; and***
- b) invited exploration by the Council and Health Board of what further actions are required to achieve an effective 'corporacy' of approach within the city to tackle homelessness.***

9. INTEGRATION TRANSFORMATION PROPOSAL – OLDER PEOPLE MENTAL HEALTH

Jackie Kerr presented a paper providing detail on the next phase of older people's mental health inpatient retraction in South Glasgow and the associated community reinvestment delivering net savings that are integral to the HSCP financial plan for 2017/18.

Jackie advised that the proposals would deliver £900k reduced spend in institutional care and that £300k would be reinvested in community services.

Cllr Graham referred to paragraph 2.6, that Glasgow had the highest level of dementia diagnosis in Scotland, questioning if this was per head per population and if Glasgow had a better model than others. Michael Smith advised that figures were rate per population, but would clarify if this was per head and would brief Cllr Graham on this and the model.

Michael Smith

Andrew Robertson requested that a report be presented at a future IJB on the satisfaction of carers from the work proposed.

Jackie Kerr

The Integration Joint Board:

- a) noted the content of the report;***
- b) agreed to the reconfiguration of older peoples mental health in-patient provision in south Glasgow;***
- c) agreed to the reinvestment in dementia diagnosis, post diagnostic support and care home liaison: and,***
- d) directed NHS Greater Glasgow and Clyde to implement the reconfigured inpatient bed provision and investment in community***

resources as outlined in this report.

10. CHILDREN'S SERVICES TRANSFORMATION

Mike Burns presented a paper seeking approval for a number of proposals in respect of Children's Services. The programme is designed to transform the balance of care; to maximise the infra-structure available in the City; and, consequently to reduce the cost and use of high cost placements out with the City and at the same time deliver enhanced locality family supports.

Cllr Cuning referred to the target to improve educational outcomes and questioned educational attainment rates. Mike advised that for children in provided care 78% attended school or college, but work had to be done for the 22% not in education and that they would work with the education sector to improve this. Ann Souter highlighted that, from experience, children in kinship care would attend a number of schools and that this had to be combated at an early stage. Ann reported that she would also be raising concerns, at the IJB Public Engagement Committee, regarding consultation with kinship carers. Trisha noted this and advised Ann that concerns would be responded to at the meeting.

Cllr Gillan welcomed the report and asked what the timescales would be to shift the balance of spend for the outcomes. Mike Burns advised that work would be carried out this year to deliver savings and shift the balance of spend, and that further reports would be presented to the IJB.

Mike Burns

The Integration Joint Board:

- a) approved the proposals and approach outlined in this report; and***
- b) directed the Council and Health Board to develop or redesign services as outlined in this report.***

11. UNSCHEDULED CARE STRATEGIC COMMISSIONING PLAN

Stephen Fitzpatrick presented a paper asking the IJB to approve the draft unscheduled care strategic commissioning plan.

Stephen advised that there was a strategic focus on reducing pressures on the acute system and that a draft three year plan had been produced. The three main elements of the plan are admission avoidance, effective discharge and the resultant commissioning impact to the overall acute capacity. Stephen reported that there was on-going engagement and collaboration with colleagues in acute and other HSCPs. The full financial impact of the plan was not yet known as it was too soon to establish, but it was noted that there would be an impact on service demand due to redirection from acute services. Stephen reported that positive feedback had been received from the Scottish Government on the work achieved to date.

Richard Groden reported that there had been good clinical engagement and that the plan had been discussed at the Primary Care Steering Group and Cluster Quality Leads Group and that GPs recognised the need for change and were committed to this.

Ross Finnie welcomed the report and queried the resource transfer from acute and how this would be released. Alex MacKenzie explained that the financial information was not yet available. However, there has been initial discussion with Health Board colleagues about the development of

arrangements to oversee the change programme and this will need to include the financial framework. Robin Reid questioned figure 9 on page 19-20 regarding the non-elective admission rates and querying if anywhere in Scotland was performing better than Glasgow. Stephen Fitzpatrick advised that he would check the figures and report back to Robin.

**Stephen
Fitzpatrick**

Jonathan Best informed members that the acute division welcomed the report and the whole system partnership approach to responding to issues and working in different ways.

The Integration Joint Board:

- a) approved the draft plan attached; and***
- b) noted the further work underway including the development of an action plan.***

12. FULL BUSINESS CASES FOR GORBALS AND WOODSIDE HEALTH AND CARE CENTRES

Sharon Wearing presented a paper asking the IJB to note the content of the final versions of the Full Business Cases for the new Gorbals and Woodside Health and Care Centres, along with the associated project bundling paper. The aim of the report is to ensure members are sighted on the key issues and are therefore able to approve the Full Business Cases (FBC).

Cllr Graham noted the concerns regarding reception screens but stated that open areas were a better way of working.

Ian Leech advised that trade unions had consistently argued for screened reception areas. Ian also referred to the learning exercise from Maryhill Health Centre and highlighted that he had been informed of issues with there not being enough ladies toilets.

Andrew Robertson explained that there were many models and that officers should look beyond health centres and not be restricted to Glasgow when developing proposals in future.

The Integration Joint Board:

- a) approved both Full Business Cases; and***
- b) noted the opposing positions of the Health and Social Care Partnership Executive Team and GPs on the design of GP reception areas, and endorse the proposal that the HSCP undertakes a learning exercise from the recently opened Maryhill Health and Care Centre to inform whether there is a need to change any aspects of the open design of GP receptions currently planned for.***

13. GLASGOW CITY IJB – BUDGET MONITORING – MONTH 10 / PERIOD 11

Sharon Wearing presented a report outlining the financial position of the Glasgow City Integration Joint Board as at 31 January 2017 (Health) and 20 January 2017 (Council). The report highlights areas of budget pressure and actions to mitigate these pressures.

Sharon reported that the trajectory was continuing in line with previous months and that we were still predicting to deliver financial balance at the end of the financial year.

Shona Stephen queried the underspend in older people's services and noting concern that the development to the Cordia service had not materialised. Sharon Wearing advised that any underspend would be carried forward to reserves to be available for future years, as per the agreement in June for a reserves policy. It was expected that there would be uptake in the Cordia service going forward.

The Integration Joint Board:

- a) noted the contents of this report;***
- b) approved the required actions as a consequence of the budget changes noted in paragraph 3.***
- c) noted the summary of current Directions (Appendix 2).***

14. HEALTH AND SOCIAL CARE PARTNERSHIP LOCALITY PLANS 2017/18

Jacqueline Kerr presented a paper proposing locality planning arrangements for 2017/18.

Jacqueline advised that the proposal was to continue with yearly locality plans and that there would be a similar format across localities; engagement would also take place in line with the emerging participation and engagement strategy. Locality plans would be reviewed six monthly and presented to the City Wide Operations Management Team.

The Integration Joint Board:

- a) approved the proposed arrangements for locality plans for 2017/18.***

15. HEALTH AND SOCIAL CARE PARTNERSHIP QUARTER 3 PERFORMANCE REPORT 2017/18

The Glasgow City Integration Joint Board noted the Health and Social Care Partnership Quarter 3 Performance Report 2017/18.

Alex MacKenzie advised that updates would continue to be presented in future regarding delays in mental health as part of the delayed discharge section.

Allison Eccles

16. SCOTTISH LIVING WAGE SETTLEMENT (2016 AND 2017) AND PROVIDER RATES UPLIFT

The Glasgow City Integration Joint Board noted the Scottish Living Wage Settlement (2016 And 2017) and Provider Rates Uplift report.

Shona Stephen noted that the IJB have been advised in September that the new framework would be complete by December 2016, but this had now been extended to September 2017. Shona reported that she had been approached by organisations impacted and questioned why organisations were not informed in December that the timescales would not be achieved, as this had significant implications for them.

Sharon Wearing advised that the report provided details of those who had accepted the settlement, reporting that most of the providers had moved to the new rates by end February 2017, as they had concentrated on moving priority areas first and this was the biggest challenge. The second phase would be complete for the other providers by October 2017. The team would work with providers in 2017 for the Scottish Living Wage and sustainability and they would pick up any issues during these discussions individually and would bring a report back to a future meeting.

Sharon Wearing

17. HOMELESSNESS SERVICES: TEMPORARY HOMELESSNESS ACCOMMODATION CHARGES FOR 2017/18

The Glasgow City Integration Joint Board noted the Homelessness Services: Temporary Homelessness Accommodation Charges For 2017/18 report.

18. QUARTERLY CLINICAL AND PROFESSIONAL GOVERNANCE ASSURANCE STATEMENT

The Glasgow City Integration Joint Board noted the Quarterly Clinical and Professional Governance Assurance Statement.

19. RISK MANAGEMENT UPDATE

The Glasgow City Integration Joint Board noted the Risk Management Update report.

20. IJB FINANCE & AUDIT COMMITTEE – DRAFT MINUTES 22 FEBRUARY 2017

The IJB Finance & Audit Committee – Draft Minutes 22 February 2017 were for information.

21. GLASGOW CITY INTTEGRATION JOINT BOARD – FUTURE AGENDA ITEMS

The Glasgow City Integration Joint Board noted the Future Agenda Items report.

22. NEXT MEETING

The next meeting was noted as Wednesday, 26th April 2017 at 9.30am in the Boardroom, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH.

The meeting ended at 1.05pm