

## Glasgow City Integration Joint Board

IJB(M)2021-04

Minutes of a virtual meeting held  
at 9.30am on Wednesday, 23<sup>rd</sup> June 2021

### Present:

#### Voting Members

|                         |   |
|-------------------------|---|
| Bailie Ade Aibinu       | Councillor, Glasgow City Council              |
| Simon Carr              | NHSGG&C Board Member (Chair)                  |
| Bailie Annette Christie | Councillor, Glasgow City Council              |
| Cllr Mhairi Hunter      | Councillor, Glasgow City Council (Vice Chair) |
| Cllr Jennifer Layden    | Councillor, Glasgow City Council              |
| John Matthews           | NHSGG&C Board Member                          |
| Bailie Anne McTaggart   | Councillor, Glasgow City Council              |
| Cllr Maggie McTernan    | Councillor, Glasgow City Council              |
| Anne Marie Monaghan     | NHSGG&C Board Member                          |
| Rona Sweeney            | NHSGG&C Board Member                          |
| Charles Vincent         | NHSGG&C Board Member                          |
| Cllr Martha Wardrop     | Councillor, Glasgow City Council              |

#### Non-Voting Members

|                |   |
|----------------|---|
| Ian Bruce      | Third Sector Representative (substitute for Shona Stephen)                                  |
| Craig Cowan    | Business Development Manager (substitute for Allison Eccles)                                |
| Gary Dover     | Assistant Chief Officer, Primary Care & Early Intervention                                  |
| Dr Julia Egan  | Chief Nurse   |
| Mags McCarthy  | Staff Side Representative (NHS)   |
| Peter Millar   | Independent Sector Representative   |
| Susanne Millar | Chief Officer   |
| Dr John O'Dowd | Clinical Director   |
| Anne Scott     | Social Care User Representative   |
| Chris Sermanni | Staff Side Representative (GCC)   |
| Ann Souter     | Health Service User Representative  |
| Sharon Wearing | Chief Officer, Finance and Resources  |
| Pat Togher     | Assistant Chief Officer, Public Protection & Complex Needs (substitute for Jacqueline Kerr) |

#### In Attendance:

|                     |  |
|---------------------|--|
| Stephen Fitzpatrick | Assistant Chief Officer, Older People's Services |
| Suzanne Glennie     | Health Improvement Manager                       |
| Julie Kirkland      | Senior Officer (Governance Support)              |
| Claire Maclachlan   | Governance Support Officer (Minutes)             |
| Fiona Moss          | Head of Health Improvement and Equalities        |

#### Apologies:

|                 |   |
|-----------------|---|
| Jonathan Best   | Chief Operating Officer, NHSGG&C  |
| Susan Brimelow  | NHSGG&C Board Member  |
| Allison Eccles  | Head of Business Development / Standards Officer  |
| Patrick Flynn   | Head of Housing Regeneration Services, Neighbourhoods, Regeneration and Sustainability, GCC |
| Jacqueline Kerr | Assistant Chief Officer, Adult Services / Interim Chief Social Work Officer                 |

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Amina Khan  
Cllr Jane Morgan  
Shona Stephen  
Flavia Tudoreanu

NHSGG&C Board Member  
Councillor, Glasgow City Council  
Third Sector Representative  
NHSGG&C Board Member

## Actions

### 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 5<sup>th</sup> May 2021 were approved as an accurate record.

### 4. Matters Arising

There were no matters arising.

### 5. Integration Joint Board Rolling Action List

Craig Cowan presented the IJB Rolling Action List advising there were five open actions which are ongoing.

Ref No 39 – Set-aside budget – Officers confirmed this is an ongoing action and there is information in the Outturn report regarding the approach to set-aside that has been taken for this year.

Ref No 54 – Review of the Youth Advisor Representative position on the IJB Public Engagement Committee – Officers advised an update will be provided later in the year.

Ref No 60 – Short Life Working Group (SLWG) on Performance – Officers advised following feedback from the group the Annual Performance Report has been revised. An update on the SLWG will be provided at a future IJB meeting.

Ref No 61 – Scottish Government Funding for Improved Mental Health Services and Support for Children and Young People – Councillor Mhairi Hunter advised there is a meeting scheduled with the new Minister and an update will be provided at the next IJB.

Ref No 63 – New IJB Complaints Procedure – Simon Carr to raise concerns with the IJB Chair and Vice Chair Executive Group – Simon advised this is still ongoing as the Executive Group have still to meet.

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## 6. Chief Officer Update

Susanne Millar provided the Chief Officer Update on COVID-19 in the City and the Senior Management Team response to this.

As at 22<sup>nd</sup> June 2021, Glasgow City cases per 100k are 202; the overall figure for Greater Glasgow and Clyde is also 202. The dissemination rate in Glasgow City is 1.28; Greater Glasgow and Clyde is 1.40.

Officers advised the Community Assessment Centre at Barr Street remains busy however fewer people are being referred to hospital. Acute is stable at this time, there are 52 inpatients, with 3 patients in ICU and 5 in HCU.

In terms of HSCP care homes, these remain stable, there are still individual cases of staff testing positive but there is no onward transmission to residents.

There is an increase in Social Work sickness absence, some of which relates to COVID-19 cases in schools where parents are having to self-isolate. Staffing remains under pressure, but the service is coping.

The position in relation to Mental Health inpatients is stable. There are individual cases of staff testing positive and 1 or 2 patients testing positive but not becoming significantly unwell.

There is an outbreak in Low Moss Prison which as at 21<sup>st</sup> June had 24 positive cases. An Incident Management Team (IMT) investigation took place on 21<sup>st</sup> June and their view is the outbreak is under control and the Scottish Prison Service (SPS), Public Health and the HSCP have taken all the necessary steps. The vaccination programme is continuing in the prison but has slowed down due to one of the halls being closed.

To summarise, the HSCP is still under pressure in a COVID-19 environment but coping.

Members questioned if the dissemination rate and cases per 100k are increasing or are stable.

Officers advised the number of cases are increasing, it fluctuates slightly but they are on the increase. Public Health's analysis is a mixed picture across Greater Glasgow and Clyde for community transmission relating to hospitality, schools and indoor mixing. All those areas where restrictions have relaxed have seen an increase in cases, which is to be expected.

## 7. Outturn Report 2020-21

Sharon Wearing presented report to provide a high-level overview of the Integration Joint Board's draft outturn position for 2020/21, 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 November 2021.

The report was presented to the IJB Finance, Audit and Scrutiny Committee on 9<sup>th</sup> June 2021.

**The Integration Joint Board:**

- a) **noted the contents of the report;**
- b) **approved the transfer of earmarked and general reserves of £55.222m as outlined in paragraph 5.3; and**
- c) **approved the redistribution of reserves as outlined in paragraph 5.5.**

**8. Unaudited Annual Accounts**

Sharon Wearing presented report on the Unaudited Annual Accounts for the year ended 31 March 2021.

Officers highlighted a change in the report from the version presented to the IJB Finance, Audit and Scrutiny Committee (FASC) on 9<sup>th</sup> June 2021. Officers were recently notified by Audit Scotland that there is a requirement for both PPE and community testing kits provided by NSS to be recorded within the Health Board Accounts. The technical guidance for IJBs is awaited. To comply with the statutory deadlines the Unaudited Accounts will be presented for audit as approved by the IJB. Any audit adjustment will be reported to the IJB when the Audited Annual Accounts are presented for approval.

**The Integration Joint Board:**

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

**9. Justice Social Work Recovery Planning Proposals**

Pat Togher presented report to update on the additional Scottish Government grant award received by Justice Social Work to support COVID-19 recovery work and to seek approval for the remaining spend as detailed in the report.

Members questioned the plans going forward for expenditure on supporting birth mothers who have lost care of their children if the funding is for one year only.

Officers advised this service is an enhancement of the service currently provided by Tomorrow's Women Glasgow. The new service being proposed will work through case reviews and identify gaps in support for mothers who have had children removed and will be used as a test for change to see if a difference can be made for those women moving forward. Officers advised that the proposals are in accordance with the award letter and there is a risk attached to all the proposals due to the temporary nature of the funding. Staff

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are being recruited on a temporary basis with a view to finding a permanent location in Glasgow.

Members highlighted the difficulties around recruitment which will be made more difficult if the posts are temporary and asked if this has been raised with the Scottish Government.

Officers advised this has been raised formally with Scottish Government senior officials. The current backlog of 30% will continue through to 2025 however the grant award to support COVID-19 recovery work includes a requirement to spend the grant within the financial year.

Officers will continue to raise this with the Scottish Government and will try to mitigate the recruitment issues by offering staff opportunities that might not be in Justice Services.

Officers confirmed that the temporary nature and timing of the funding being received from three different divisions of the Scottish Government has been raised through the Chief Officers and Chief Finance Officers forums. The significant amount of money being awarded for recovery within short timescales is challenging for Officers to ensure it is used to best effect, particularly where recruitment is involved. The mitigation is to try and locate new monies in existing services and transform how core business is being done.

Members highlighted the backlog in court cases and unpaid work hours and the proposal to use overtime to support recovery efforts and questioned if work is being carried out with the Scottish Court Service to help gather evidence going forward.

Officers advised they have a very good relationship with the Scottish Court Service and the Sheriff Principal. There is close working to create as many efficiencies as possible, such as alternatives to a report would be sought where possible and further electronic methods are being explored. Officers confirmed that interface arrangements take place routinely, and the Courts are aware of the impact on the HSCP of standing up additional courts.

Members asked for more detail on the role of the Glasgow Violence Against Women Partnership (GVAWP) in developing projects and if this is an ongoing plan.

Officers advised that GVAWP have been involved in the development of the HSCP Domestic Abuse Strategy from the beginning. They are aligned to the work of the HSCP and they are part of the development of the service going forward.

Members questioned if Officers have the flexibility to make changes when something isn't working and to look at alternatives.

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The Chief Officer provided reassurance that this is feature of how the HSCP operates as a senior team. A lot is prescriptive and there are boundaries that need to be operated within however Officers have a reasonable sense on what will work and will make changes if they don't.

Members commented on the staffing issues and the risks associated with over-recruiting and questioned if there is a modelling carried out which outlines ring-fenced work to be undertaken if there is over capacity resulting from the recruitment.

Officers advised this is discussed at the Workforce Planning Board and there is a Workforce Planning Strategy. There is intelligence around the areas where it is a reasonable risk to take, such as health visiting, home care and care homes. The 3-year financial strategy is part of that consideration.

Officers confirmed an updated Workforce Plan will be presented to the IJB in March 2022.

Officers

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

- a) noted the proposal outlined in this report; and**
- b) approved the proposed spend in principle and acknowledged risk associated with short term funding.**

## **10. Mental Health Recovery and Renewal Programme**

Susanne Millar presented report to set out phase 1 of the proposals for improving Mental Health services and preventing poor Mental Health to meet the conditions set out by Scottish Government in their letters to Chief Executives and Chief Officers dated 24th March 2021 and 5th May 2021. The paper also seeks approval to delegate authority to the Chief Officer, Chair and Vice Chair of the IJB to agree a programme of work to utilize the Scottish Government funding allocation.

Officers advised they were keen to make sure IJB Members were sighted on the funding allocation although the detail is not available yet. Discussions are continuing with Chief Officers across Greater Glasgow and Clyde.

The Mental Health Strategy has been refreshed and this has identified a number of areas for transitional/recurring funding to support the overarching aims of the strategy and this is where the funding will be focused on.

Officers advised the funding must be spent as directed by the Scottish Government.

There are ongoing discussions with Chief Officers across the 6 Partnerships, the Mental Health Programme Board and the Health Board Corporate Management Team. Due to timing issues, Officers are seeking approval to delegate authority to the Chief Officer, Chair and Vice Chair of the IJB to agree

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a programme of work as the IJB does not meet again until September 2021. Members will be kept informed on the proposals once agreed.

Members questioned the timescale for the renewal of the Mental Health Strategy and if this will be aligned to the Strategic Plan.

Officers advised that the lessons learned approach has been used to refresh the Strategy in light of COVID-19 and this ties in with the Strategic Plan. The refresh will be co-ordinated across GG&C and reported to IJBs.

**The Integration Joint Board:**

- a) delegated authority to the Chief Officer, Chair and Vice Chair of the IJB to agree a programme of work that does not exceed the allocated Scottish Government Funding.**

**11. Annual Performance Report 2020-21**

Susanne Millar presented report which seeks approval of the Annual Performance Report for the Health and Social Care Partnership for the year 2020/21.

Officers highlighted the case studies that were added to the report from feedback received.

One of the developments is better links into the Strategic Plan, as well as links to the National Health and Wellbeing Outcomes.

Reflections on COVID-19 are included as well as key achievements, areas for improvement and financial performance.

Officers advised that performance is discussed in detail at the IJB Finance, Audit and Scrutiny Committee. The Chair also confirmed that the work from the Short Life Working Group on Performance is also due to report back to the IJB.

**The Integration Joint Board:**

- a) approved the attached Annual Performance Report for 20/21;**
- 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.**

## 12. Carer Strategy Implementation Update 2021-2022

Susanne Millar presented report to update on implementation of the Carer Strategy 2020/21 including responses to COVID-19.

### The Integration Joint Board:

- a) noted the update on the implementation of the GCHSCP Carer Strategy during 2020/21 including COVID response;
- b) noted the early intervention and prevention approach in the service delivery infrastructures to deliver carer support, the central role of the 3<sup>rd</sup> sector and over all Glasgow Carers Partnership's contribution to the HSCP's Maximising Independence programme; and
- c) noted the intention to review and update both carer strategies in partnership with key partners, carers and young carers with a view to having new strategies being in place from 2022 onwards.

## 13. Maximising Independence in Glasgow City Update

Stephen Fitzpatrick delivered a presentation on Maximising Independence – The story so far. The key points from the presentation are noted as follows.

### Back to the beginning:

- Original report was presented to the IJB in June 2019
- Permission was given for fundamental change aimed at long-term sustainability
- IJB committed significant bridging funding

### Achievements in past 2 years:

- Pandemic – lost time, but gained perspective
- Huge commitment from the Third Sector Partners and workstreams
- Cross-sector Programme Team established
- Established Partnership Programme Board with 5 workstreams

### What does Maximising Independence look like in Practice:

- Person A presents to HSCP 'front door'
- HSCP response is to focus on A's assets and resources, rather than their perceived deficits
- Any HSCP intervention is proportionate and purposeful
- Where A's needs might be best met in their local community, those resources exist and are accessible
- A can access TEC, carer support and other key enablers of self-care
- Ideally A only presents to the HSCP where there is no better community alternative to statutory support
- Higher capacity for self-care results in improved health and care outcomes for all, inequalities reduce



Lessons Learned:

- Collective thinking has evolved – MI as a unifying ethos for all transformation, not a single project
- Impatience and rush to the 'wrong' action can undermine trust and goodwill
- Language matters
- Expect and encourage uncomfortable challenge
- Be realistic about timescales – this is a long-term transformation

What's Next:

- Roll out engagement plan – frontline and public
- Continue to be patient in balancing 'doing' with building trust for complex change through co-production
- Change initiatives at different stages of development
- Permission from IJB to keep going with complex, long-term transformation

Members expressed their support for Maximising Independence noting that transformational change takes time and support from the IJB to help it develop is key.

The Chief Officer advised that feedback from the IJB Development Session was helpful and Officers are conscious of the huge complexities with the MI Programme. A commitment was made to provide presentations to the IJB on a regular basis to ensure they are updated with progress.

Members questioned if there is joined up working on the transport issues and connectivity to develop a community asset-based approach.

Officers advised that one of the aspirations of the programme is to make connections across the piece and work will take place with partners to provide the best life opportunities. The Communities Workstream will give some focus to transport.

Members praised the programme and the principles around it but highlighted the challenges when looking at population level planning. Clarity was sought on how Officers will create the service framework for individual's needs.

Officers confirmed they haven't attempted anything as seismic as the MI programme before and the power shift is tangible. It is hoped to build success in the initial work and then build momentum through a whole population approach. Officers highlighted that they don't have all the answers yet, but the principles and judgement are there. The success of the programme is dependent on people engaging, trusting and having a common understanding.

Members questioned the Communication Strategy for engaging with the public on the Maximising Independence Programme.

Officers advised there is developed thinking on engagement and there is a Communication and Engagement lead. The learning from the We are Snook research will help with this. The next big priority will be speaking to the public and frontline staff and language will be important.

**The Integration Joint Board:**

- a) noted the presentation; and
- b) confirmed support for Maximising Independence.

**14. Community Link Worker Programme Update**

Gary Dover presented report to update on the Community Link Worker (CLW) Programme, part of the Primary Care Improvement Plan.

Officers confirmed the report was being presented following a request from Members at a previous IJB seeking more detail on the background and impact of the CLW programme.

Officers highlighted that they are in discussions with the Scottish Government about the level of need in Glasgow and seeking further resources to support an extension of the CLW programme.

Members highlighted the helpful case studies and questioned if they can be evaluated in the coming years to see if the impact has been sustainable.

Officers advised there is a programme of work with providers ongoing, but there isn't an evaluation process in place. Officers agreed to discuss this with providers to see if they can track some of the participants to see what the long-term impacts are.

Officers

Members asked how Officers evidence that the CLW programme is providing additional capacity for GPs to deal with more difficult cases.

Officers advised that it is a complex picture and evaluation was carried out nationally of the original programme to try to evidence GP time saved however they were unable to evidence this. Officers advised that there are a number of individual interventions that are part of a longer-term programme in Primary Care to relieve pressure on GPs.

**The Integration Joint Board:**

- a) noted the contents of the report.

**15. Glasgow City Schools Health and Wellbeing Survey 2019-20**

Gary Dover presented report providing an overview of key findings from the Glasgow City Schools Health and Wellbeing Survey 2019/20, prior to publication of the full report.

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Officers advised the report is produced on a regular basis and provides a good snapshot of what is happening. Officers are keen to talk to groups across the city who have an interest in the full report or aspects of it. The data was collected prior to the pandemic therefore doesn't show the COVID-19 differences for children.

Members commended the report and noted it is a rich source of data. It was noted that the previous report included a section on sexual health and relationships and questioned if this was included in the latest report.

Officers confirmed it was included in the recent report and there are significant differences. Officers offered to discuss further with the Member outwith the meeting

Officers

Members questioned how the data in the report is used by Officers.

Officers advised the report is presented to the HSCP Senior Management Team who are asked to reflect the findings in their service planning and specific plans. The Health Improvement Team also work with Education Services to present the findings, including head teacher presentations. The data helps influence service planning in children's services due to the ability to report on trends.

Officers confirmed that the findings were being presented to the IJB first and there is a communication plan in place around where it is presented next and who has an interest in which components.

### The Integration Joint Board:

- a) **considered the outcomes of the Glasgow City Schools Health and Wellbeing Survey 2019/20 report; and**
- b) **invited further updates on any of the key themes identified.**

## 16. Annual Risk Management Review 2020-21

Craig Cowan presented report providing an annual summary on the risk management activity and risk registers maintained within the Glasgow City Health & Social Care Partnership during 2020/21.

Members sought clarity on what governance routes the risk reports go through other than the IJB and IJB Finance, Audit and Scrutiny Committee.

Officers advised there is an ongoing programme of reviewing risks at the HSCP Senior Management Team.

Members questioned the decision-making process around classifying high/very high risks. It was noted that some are strategic risks and others are operational that are specific to one part of the service.

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### Actions

Officers advised the benchmarking for health and social care risks is what the impact is on the service and if there is a risk to life and limb. Officers noted the Social Care and Health Board risk registers are more operational and the IJB risk register is strategic, particularly around financial responsibility.

Officers advised there is a group being set up across the GG&C Health Board area in relation to the reporting of risks to ensure there is consistency. Steven Blair will be attending for GCHSCP and the outcome of these discussions will be brought back to the IJB Finance, Audit and Scrutiny Committee.

Members suggested that if risks are being managed and a governance process is in place that is managing the risk, then they don't need to be on the risk register.

Members questioned how the risk registers are used in discussions going forward in relation to workforce planning and referenced work with the Scottish Prison Service (SPS) around the vaccination programme roll out across prisons.

Officers advised there is a Service Level Agreement (SLA) with the SPS for health services in the three prisons in Greater Glasgow & Clyde (Glasgow City HSCP is the lead). The increase in prison population hasn't necessarily resulted in a change to the SLA but has resulted in the HSCP putting in additional resource in the services it is responsible for. The issues are managed at a national level rather than local level. Workforce issues would appear on the risk register where all options for mitigating the workforce pressures have been exhausted.

#### **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.

#### **17. Glasgow City IJB – Directions Annual Report 2020-21**

Craig Cowan presented report providing a summary of the Directions issued by Glasgow City IJB to Glasgow City Council and NHS Greater Glasgow and Clyde in the period June 2020 to May 2021.

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

- a) noted the report.

#### **18. IJB Committees – Update from Chair of Public Engagement Committee (meeting of 26 May 2021)**

Cllr Jennifer Layden provided an update from the IJB Public Engagement Committee held on Wednesday 26<sup>th</sup> May 2021.

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There was an update on the progress with Locality Engagement Forums where some limited engagement has taken place over the last year due to the pandemic. A mapping exercise is underway for planning for future meetings to ensure the Committee can engage with the public.

There is an updated Terms of Reference and a new standard agenda for the Committee.

During the course of the rest of the year a review of the membership of the Committee will take place to ensure it remains current and the role of the Community Engagement Officers in relation to the Committee will be defined. Raising awareness of the role of the Committee is a priority and how the public can get involved.

An update was provided on the impact of the Older People Transformation Programme. The findings from the Glasgow City HSCP COVID-19 Communications Survey 2021 were also presented.

The minutes will be published on the website and the next meeting is scheduled for Wednesday 25<sup>th</sup> August 2021.

#### **19. IJB Committees – Update from Chair of Finance, Audit and Scrutiny Committee (meeting of 9 June 2021)**

Rona Sweeney provided an update from the IJB Finance, Audit and Scrutiny Committee held on Wednesday 9<sup>th</sup> June 2021.

The Committee noted reports on Attendance Management, Adult Support and Protection Annual Joint Self Evaluation and the Clinical and Professional Quarterly Assurance Statement. The Unaudited Annual Accounts, Outturn Report and Quarter 4 Performance Reports were also discussed.

Presentations were delivered on performance in Homelessness Services and Justice Services and focused on trying to secure the benefits that have been a by-product of the pandemic

The minutes will be published on the website and the next meeting is scheduled for Wednesday 8<sup>th</sup> September 2021.

#### **20. Glasgow City Integration Joint Board – Future Agenda Items**

Craig Cowan presented to the Integration Joint Board the future agenda items for the IJB in 2021 for information.

#### **21. Next Meeting**

The next meeting will be held at 2.00pm on Wednesday 22<sup>nd</sup> September 2021 via Microsoft Teams.