

# Glasgow City Integration Joint Board

IJB(M)2024-06

Minutes of a hybrid meeting held at 9.30am on Wednesday 25<sup>th</sup> September 2024

**Present:**

**Voting Members**

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

**Non-Voting Members**

Fred Beckett	Carers Representative
Craig Cowan	Head of Business Development / Standards Officer
Gary Dover	Assistant Chief Officer, Primary Care & Early Intervention
Dr Julia Egan	Chief Nurse
Kelda Gaffney	Interim Assistant Chief Officer, Adult Services & Interim Chief Social Work Officer
Stuart Graham	Trade Union Representative (GCC)
Fi Grimmond	Third Sector Representative
Jacqueline Kerr	Interim Chief Officer
Dr John O'Dowd	Clinical Director
David Reilly	Independent Sector Representative
Daniel Scott	Staff Side Representative (NHS GG&C) (substitute for Margaret McCarthy)
Jennifer Sheddan	Head of Housing, Neighbourhoods, Regeneration & Sustainability, GCC
Sharon Wearing	Chief Officer, Finance and Resources

**In Attendance:**

Margaret Hogg	Assistant Chief Officer, Finance
Julie Kirkland	Senior Officer (Governance Support)
Karen Lockhart	Interim Assistant Chief Officer, Adult Services
Claire Maclachlan	Governance Support Officer – Minutes
Grace Scanlin	Ernst & Young (External Auditors)

**Apologies:**

Dr Scott Davidson	Acute Services Representative
Jane Grant	NHSGG&C Board Member
Margaret McCarthy	Staff Side Representative (NHS GG&C)
Cllr Elaine McDougall	Councillor, Glasgow City Council

**Appointment of Chief Officer to the Glasgow City IJB**

The Chair presented a report confirming the appointment of the Chief Officer to the Glasgow City Integration Joint Board (IJB).

**The Integration Joint Board:**

**a) Confirmed the appointment of Pat Togher, as the Chief Officer to the Glasgow City IJB, effective from 16 December 2024.**

**1. Glasgow City IJB Membership Update**

Craig Cowan presented a report updating on changes to the membership of the Glasgow City IJB. The report also requests approval of appointments to IJB Committees and notes the remaining vacancies.

**The Integration Joint Board:**

**a) Noted the appointments outlined in section 2;  
b) Approved the appointments to IJB Committees in section 3; and  
c) Noted a number of positions remain vacant on IJB Committees outlined in section 4.**

**2. Declarations of Interest**

There were no declarations of interest.

**3. Apologies for Absence**

Apologies for absence were noted as above.

**4. Minutes**

The minutes of 28<sup>th</sup> August 2024 were approved as an accurate record.

**5. Matters Arising**

There were no matters arising.

**6. Integration Joint Board Rolling Action List**

Craig Cowan presented the IJB Rolling Action List advising that briefing notes for both actions noted below were circulated to IJB Members on 29 July 2024, therefore actions are now closed.

Action Ref No. 79 - Chief Officer Update - Officers to provide further information in relation to capacity and demand in Care at Home Services, which also covers monitoring and review.

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Action Ref No. 80 - Chief Officer Update - Officers to provide further information in relation to vacancies and exact Mental Health Officer (MHO) numbers in Glasgow City.

### 7. Chief Officer Update

Jacqueline Kerr provided the following update.

#### Delayed Discharges

Delayed discharges have increased to 173, which is at the historically high end of the spectrum and is a concern. Adults with Incapacity (AWI) delays remain high at over 70. The Scottish Government (SG) has confirmed that the AWI reform will be included in its legislative programme for the coming year.

Due to the ongoing challenges, the HSCP have funded 20 extra care home placements this month and will redirect 6 extra staff to the hospital social work team. There have also been 150 activations in the last 3 weeks to the social work team. The Interim Chief Officer has proposed a meeting with Professor Angela Wallace, NHS Board Nurse Director, to discuss the system issues in relation to delayed discharges and to work with acute colleagues in relation to this.

#### Homelessness

The Scottish Housing Regulator released a national press statement, which Glasgow City HSCP responded to. Cllr Allan Casey was on BBC live talking about Glasgow.

Asylum numbers have increased by 96% last year, and the Scottish Government are making the point that this is significant and has distorted the increase in Homelessness cases Scotland wide. There has been press coverage on BBC news and STV.

Data overview as at 24<sup>th</sup> September:

- New applications 538, up by 74.
- Total applications 6496, down by 131.
- Number of households in temporary accommodation 3759, up by 16, of which 1348 are in bed and breakfast, and of those 659 are refugee across 36 hotels in Glasgow.
- Rough sleeping 35, up by 5. Officers are reviewing data as it is showing an increase of 10 (coded NRPF).

There is no update yet from the Home Office / COSLA in relation to the Rwanda cases and Glasgow's revised figure.

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### Mental Health Inpatients

Pressures have eased slightly over the last four weeks in complex care beds and Intensive Psychiatric Care Unit (IPCU) beds but continue with adult acute admissions. The HSCP continues to experience delayed discharges, mainly relating to access to housing and homeless accommodation, and social care placements. Officers are working with the delayed discharge team to improve pathways.

The implementation of the Community Mental Health Acute Care Service (CMHACS) model is critical to the reduction in admissions and early discharge for people who can be provided treatment and care at home and work is underway to embed the new model.

Community engagement sessions have taken place across the city in relation to the Inpatient Mental Health Strategy, and the Patient Experience and Public Involvement (PEPI) team will now support the development of an options appraisal to enable further consultation.

Members raised concern in relation to delayed discharges in the coming winter period and questioned if Officers are prepared for this. Officers advised that there are risk mitigations in place and reiterated that there is a meeting being arranged with the NHS Board Nurse Director to discuss the wider system issues to try to make the system more efficient.

The Local Authority Trade Union Representative raised concern in relation to the increase in homelessness applications, noting that applications tend to increase over the winter period. Officers shared the concern and advised that in relation to domestic homelessness applications, the HSCP are doing well. The tension in the system relates to Rwanda cases and Officers are working closely with the Home Office in relation to this.

## **8. Ernst & Young – Annual Audit Report 2023-24**

Grace Scanlin presented the Annual Audit Report for 2023-24.

Auditors advised that the report was scrutinised and approved for onward submission to the IJB today by the IJB Finance, Audit and Scrutiny Committee. The audit of financial statements is now complete and a qualified position on this will be issued today.

The Chair, seconded by Cllr Allan Casey, proposed the following motion.

### Motion

‘The Board notes with great concern the findings of the IJB’s Annual Audit Report for 2023/24 in relation to Glasgow IJB’s Financial Sustainability, and in particular that:

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- Reserves have fallen to an unsustainable level.
- Further service reform and reduction will be required in the coming two years.
- Any further use of General Reserves will make achieving the statutory requirement of achieving a balanced budget increasingly difficult.

The Board therefore calls upon its partners, Glasgow City Council and Greater Glasgow and Clyde Health Board to ensure that sufficient funding is made available so that service delivery can be maintained.

The Board agrees that the Chair and Vice Chair will write to both UK and Scottish Governments outlining the substantial risks that the IJB faces as a consequence of its budget situation and the need for adequate funding to be made available for Health and Social Care funding, either via allocations at UK level or decisions within devolved budgets at Scottish level'.

Following discussion and debate, the Chair called a vote, and there was a clear majority for the motion, with 2 votes against.

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

- a) Noted the Annual Audit Report; and**
- b) Agreed the resolution proposed by the Chair as set out above.**

## **9. Audited Annual Accounts 2023-24**

Sharon Wearing presented a report updating on the completion of the audit of the Annual Accounts for 2023-24.

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

- a) Approved for signature the audited Annual Accounts for the period 1<sup>st</sup> April 2023 to 31<sup>st</sup> March 2024.**

## **10. Funding for the delivery of the Primary Care Improvement Plan (PCIP) 2024-25**

Gary Dover presented a report seeking approval for the PCIP programme for 2024/25, based on funding of £22.674m.

Members questioned if there can be any reassurance provided in relation to funding for Community Link Workers (CLWs) at the end of year 3 of funding. Members also asked what discussions Officers are having with Scottish Ministers in relation to the PCIP funding and the implications of limited resources, which also impacts other parts of the system.

Officers advised that they are committed to support the CLWs but noted that they cannot provide more than one-year contracts due to the non-recurring funding provided by the Scottish Government (SG). Officers also advised that the risk around the funding position is raised each year. The Chief Finance

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Officer advised that as Chair of the National Chief Finance Officer Group, she has been making representations for some time to have funding baselined going forward to give security and allow firmer contractual arrangements.

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

**a) Approved the proposed programme for the Primary Care Improvement Fund (PCIF) for 2024/25 as outlined in table 1 in section 3 of the report.**

## **11. Implementation of the Alcohol and Drug Recovery Service (ADRS) Review**

Kelda Gaffney presented a report updating on the progress of the implementation of the commissioned independent Review of Glasgow Alcohol and Drug Recovery (ADRS) community services.

The report also provides an update on the review of Shared Care and seeks approval to implement phase 1 of the staffing and skillmix model.

The Local Authority Trade Union Representative highlighted the staffing and skill mix model being developed and questioned if there will be a career pathway for social care workers. Officers advised that they are working via the Workforce Plan for social care workers across the system to have career pathways. The Assistant Chief Officer for HR is looking into funding via the Open University. Officers have met with the Chief Social Work Adviser in the Scottish Government and the director of NHS Education for Scotland (NES) to look at a national career pathway for social care workers to be qualified.

Members questioned what is being done to change behaviours, particularly for children and young people moving forward. Officers advised that this will be taken forward via the Alcohol and Drug Partnership (ADP) which has an Education workstream. There is also a youth health service which is funded from a range of sources including the ADP. Officers reassured Members that there is a focus through the ADP and significant investment.

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

- a) Noted the contents of this report in concluding the work to implement the ADRS Review recommendations;**
- b) Noted that outstanding work in relation to Shared Care will progress under the implementation of the MAT Standards;**
- c) Approved implementation of Phase 1 of the staffing and skill mix model; and**
- d) Supports the full staffing and skill mix proposals detailed in the report, subject to funding being identified.**

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### 12. Glasgow City IJB Budget Monitoring for Month 4 and Period 5 2024-25

Sharon Wearing presented a report outlining the financial position of the Glasgow City IJB as at 26<sup>th</sup> July 2024 for both Council and 31<sup>st</sup> July 2024 for Health and highlights any areas of budget pressures and actions to mitigate these pressures.

Officers advised that the Integration Transformation Board continues to meet to secure the delivery of in-year savings. The overall savings target for 2024/25 is £29.934m. At this stage of the year, it is anticipated that actual savings realised will be £23.537m representing 79% of the target. The gap is primarily in relation to savings linked to self-directed support including access to social care, maximising independence, wait listing, transforming the balance of care in children and families and prescribing. These programmes are in the early stages of delivery and work continues to progress these savings to secure delivery in 2024-25.

Officers highlighted the forecasted outturn and in light of the current financial pressures being reported this is forecasting an overspend of £11.6m. If this position remains unchanged the IJB would not be able to increase reserves by the £9.3m agreed as part of the budget. Instead, a drawdown of £2.3m would be required to meet this deficit, reducing general reserves to £6.1m. This would be well below the recommended 2% target and would be in contradiction to the recommendation made by External Audit in its Audit Report. This is considered too great a risk to the financial sustainability of the IJB and a recovery plan is recommended to reduce this forecasted operational deficit.

Members questioned if the delivery of savings in relation to prescribing is achievable. Officers advised that this was the original target, and they believe this is achievable. The team are working hard to deliver on it. Officers noted that the issues with prescribing have also been highlighted nationally.

In relation to the recovery plan, Members questioned if Officers are confident in targets being met and if it is ambitious enough. Officers advised that there are control measures in place to deliver this. There are risks, for example, the Review of Access to Social Care Support, and it is important that this is delivered on, as it is an area Officers are seeing significant demands coming through. Officers are realistic in relation to what can be achieved, and the biggest risks are the areas outwith the HSCPs control, for example, kinship care, prescribing, and also the unknown around homelessness and asylum. Officers advised that the recovery plan is ambitious enough and they still expect to deliver on savings. A report will be presented to the November IJB which will provide detail on acceleration of savings for next year.

Members enquired if the report to the November IJB would include budget proposals for 2025-26 and beyond. Officers advised that the SG budget settlement won't be known until December, therefore the update will be indicative figures to provide planning assumptions. A further update will be presented to the IJB Development Session in January 2025.

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Clarity was sought by Members on the Asylum funding and if this is being fully funded by the Council. Officers advised that the Council has committed to funding this year but there is no commitment for the next financial year.

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

- a) Noted the contents of the report;**
- b) Approved the budget changes noted in section 3;**
- c) Approved the recurring funding for the package of care outlined at section 5.2.6;**
- d) Noted the forecasted overspend of £11.6m as outlined in section 7;**
- e) Approved the recovery plan outlined in section 7; and**
- f) Noted the summary of current Directions (Appendix 2).**

### **13. Review of Access to Social Care Support**

Jacqueline Kerr presented a report setting out further information on the HSCP's proposed approach to allocate available Self-Directed Support (SDS) social care resources in proportion to presenting need, underpinned by a commitment to fairness, transparency and keeping service users safe from harm.

This is a follow up to the detailed report submitted to the IJB on 28 August 2024, and the report is seeking approval for this approach.

Officers made it clear that this review does not propose any changes to existing relevant policies. This development is to ensure that SDS resources are allocated to meet assessed need in a consistent way. The HSCP is reviewing its approach to achieve a fair, cost effective and easier way to access social work support in Glasgow for those who are eligible.

The HSCP will update how the eligibility criteria is consistently applied; refresh signposting to alternative supports within local communities; update social work assessments to be strength-based and apply a more consistent allocation of resources where people's needs are equivalent.

The Local Authority Trade Union Representative highlighted the rights-based language and specific reference to human rights and questioned what the mechanisms are that will allow people to be able to exercise and enjoy their rights. Officers reiterated that the threshold for intervention is not changing, as well as the eligibility criteria, and the HSCP is compliant with the national eligibility framework. How people are assessed is what is changing to ensure there is a fair and equitable budget for individuals to make their own choices. Officers accept the position of Glasgow Disability Alliance (GDA) and Scottish Care and have encouraged the GDA to join the Disability Planning Group. Officers will continue to work with them in relation to the monitoring and governance of a rights-based approach.

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Members asked Officers to reiterate the non-financial consequences of not agreeing the proposals. The Interim Chief Officer clarified that if the HSCP continues with the current model with a finite budget, they will breach their statutory responsibilities. It will be met in terms of assessment, but the money will not be available to deliver the packages of care. The professional judgment still stands but an overview is needed to ensure equity of social care support. Clear legal advice has been taken from the Council and King's Counsel and it is compliant with national policy.

Following discussion and debate, the Chair called a vote, and the recommendations were approved with 11 votes for and 4 votes against.

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

- a) Approved the HSCP's approach to ensure the consistent allocation of social care support outlined in this report; and**
- b) Noted that this approach will be implemented from October 2024.**

#### **14. Glasgow City IJB Health and Social Care Partnership – Locality Plans 2023-24**

Karen Lockhart presented a report advising on the development of the Glasgow City HSCPs Locality Plans for the North East, North West and South localities.

Members highlighted the use of graphics which brought the detail to life, and questioned what the next stage is in relation to engagement with the community. Officers advised that there has been a significant amount of service user and public engagement from previous work carried out and the graphics were part of the feedback received. The 2024/25 Locality Plans will be a focal point for targeted engagement in the months to follow with the third sector and community groups. That targeted approach will include raising awareness of progress being made against Strategic Plan priorities.

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

- a) Noted the contents of the report and provided feedback; and**
- b) Approved the content of the Draft Locality Plans for stakeholder engagement.**

#### **15. Update on Implementation of Safer Drug Consumption Facility**

Kelda Gaffney presented a report updating on the progress of the implementation of a Safer Drug Consumption Facility (SDCF) in Glasgow City, as approved at the IJB in September 2023. The paper outlines governance arrangements and provides updates from a range of workstreams reporting to the SDCF Implementation Board.

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Members questioned how Officers will be engaging with service users to ensure they use the facility. Officers confirmed that they have been engaging with the city centre engagement group, active drug users and third sector partners who support them to promote the service. A service user leaflet is also in development and pre-registration opportunities will be offered.

In relation to the proposal in respect of the Just checking Service (testing of the substances), Members questioned if the results are immediate. Officers advised that the testing of drugs is a service that's being developed in 3 areas of the country, Glasgow being one, and it will be situated within the Hunter Street facility. This is a separate service but will sit alongside the SDCF and provides the opportunity to test drugs as people come in, but only if they wish to hand them over for testing. The testing is in relation to the toxicology and their content. It will allow conversations to take place with individuals and provide intelligence around drugs available across the city. In relation to the length of time for drug testing results, the hope is to provide a result within 20 minutes of a test.

Officers updated in relation to the statement of prosecution, where individuals using the service won't be prosecuted for having illegal drugs. Officers advised that there is no exclusion zone, the statement is only used for individuals using within the facility. The position in terms of the Lord Advocate and the legislation, is that the law will not change but the policy in applying the law is changing.

Charles Vincent questioned the governance in relation to the criteria and timing for the facility to move from the implementation phase to operational (Business as Usual). Officers advised that they are working with the Scottish Government, First Minister and Cllr Allan Casey in relation to the timing of the official opening of the facility. Once the facility is open, the Implementation Board will become the Operational Board. Officers agreed to have a discussion with the Member offline to provide assurance around the governance of the handover process.

Officers

Members sought assurance that robust risk assessments have been carried out, particularly in relation to the workforce. Officers reassured Members that risk assessments have been undertaken, and in recognition that the service is likely to be an emotionally challenging environment for staff, the clinical psychologist will be available to provide onsite support, training in relation to trauma-informed practice and to facilitate reflective practice sessions.

Members noted that they are supportive of the facility (The Thistle) and welcomed the opportunity to visit when the building is handed over. Officers confirmed that Members will be invited to visit the facility, and also suggested a session with IJB Members on the wider Harms agenda.

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

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

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### 16. HSCP Homelessness: Internal Strategic Review

Jacqueline Kerr presented a report updating on a strategic review of two key areas of service within Homelessness; Accommodation Services and Homelessness Case Work Teams.

The Local Authority Trade Union Representative welcomed the report but noted ongoing concerns in relation to the homeless caseloads and the demand on staff. The nature of Rapid Rehousing Transition Plan (RRTP) funding from the Scottish Government was also highlighted which has resulted in a number of staff being on temporary contracts.

Members questioned what it means in terms of service delivery and staffing if the level of demand increases and there is no funding for next year. Officers advised that there are unknowns around the dispersal numbers and the Rwanda position. The Council's Chief Executive, Council Leader and Cllr Casey have met with the housing minister to raise these issues. There are a range of measures in place such as repurposing voids with Registered Social Landlords (RSLs).

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

- a) Noted that a service review has commenced in Homelessness; and**
- b) Noted that the HSCP will report back to the IJB in March 2025 on the recommendations and outcomes.**

### 17. IJB Committees – Update from Chair of Finance, Audit and Scrutiny Committee (meeting of 11<sup>th</sup> September 2024)

Graham Haddock, Vice Chair, provided the following update from the Finance, Audit and Scrutiny Committee (FASC) on 11<sup>th</sup> September 2024. The papers are available on the HSCP [website](#).

- Approved the Ernst & Young Annual Audit report for onward submission to the IJB.
- Considered the impact of the Audit Scotland report on IJBs (2024) and its potential impact on the City of Glasgow IJB and approved a series of actions across a range of issues.
- Noted the result of the Review of financial Management by the Internal Audit Team.
- Considered the Annual Accounts for 2023-24 and agreed to remit them to the IJB for approval.
- Agreed three packages of care accounting to £526k.
- Considered in some detail the quarterly HSCP Performance report for Q1 2024-25, including a deep dive into Children's Services.
- Had an in-depth discussion about attendance management and the steps being taken to address high absence levels in the healthcare and social work staff groups.

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- Noted recent Care Inspectorate activity in relation to Children's Residential and Fostering and Adoption Services.
- Considered the Clinical and Professional Quarterly Assurance Statement.
- Discussed the IJBs approach to Duty of Candour reporting and noted the draft report to be submitted to the Scottish Government.
- Considered the Risk Management update for Q1 2024-25.

### **18. Glasgow City IJB – Future Agenda Items**

Agenda items for future meetings of the IJB were noted.

### **19. IJB and IJB Committees 2025-26 Meeting Schedule**

The 2025-26 meeting schedule for the IJB and IJB Committees was noted.

### **20. Next Meeting**

The next meeting will be held at 9.30am on Wednesday 27<sup>th</sup> November 2024.

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