

## Glasgow City Integration Joint Board

IJB(M)2024-07

Minutes of a hybrid meeting held at 9.30am on Wednesday 27<sup>th</sup> November 2024

**Present:**

**Voting Members**

Brian Auld	NHSGG&C Board Member
Cllr Allan Casey	Councillor, Glasgow City Council
Martin Cawley	NHSGG&C Board Member
Cllr Chris Cunningham	Councillor, Glasgow City Council (Chair)
Dianne Foy	NHSGG&C Board Member (substitute for Emilia Crighton)
David Gould	NHSGG&C Board Member
Graham Haddock OBE	NHSGG&C Board Member
Bailie Norman MacLeod	Councillor, Glasgow City Council
Cllr Elaine McDougall	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
Fi Grimmond	Third Sector Representative
Jacqueline Kerr	Interim Chief Officer
Margaret McCarthy	Staff Side Representative (NHS GG&C)
Dr John O'Dowd	Clinical Director
David Reilly	Independent Sector Representative
Chris Sermanni	Trade Union Representative (GCC) (substitute for Stuart Graham)
Jennifer Sheddan	Head of Housing, Neighbourhoods, Regeneration & Sustainability, GCC
Sharon Wearing	Chief Officer, Finance and Resources

**In Attendance:**

Karen Dyball	Assistant Chief Officer, Children's Services
Stephen Fitzpatrick	Assistant Chief Officer, Older People Services & South
Margaret Hogg	Assistant Chief Officer, Finance
Julie Kirkland	Senior Officer (Governance Support)
Claire Maclachlan	Governance Support Officer – Minutes
Frances McMeeking	Assistant Chief Officer, Operational Care Services and Homelessness
Lynsey Smith	Head of Service, Justice Social Work

**Apologies:**

Emilia Crighton	NHSGG&C Board Member
Stuart Graham	Trade Union Representative (GCC)
Bailie Ann Jenkins	Councillor, Glasgow City Council
Cllr Jon Molyneux	Councillor, Glasgow City Council
Bailie Hanif Raja	Councillor, Glasgow City Council

**1. Declarations of Interest**

There were no declarations of interest.

**2. Apologies for Absence**

Apologies for absence were noted as above.

**3. Minutes**

The minutes of 25<sup>th</sup> September 2024 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, confirming there is one open action noted below:

Action Ref No. 81 - Ernst & Young - Annual Audit Report 2023-24 - Motion: The Chair and Vice Chair to 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.

Officers confirmed that correspondence was sent to UK and Scottish Governments on 13<sup>th</sup> November 2024 and shared with IJB Members for information. It was agreed that this action can now close. The Chair confirmed that there has been no response to the letters.

**6. Chief Officer Update**

Jacqueline Kerr provided the following update.

Delayed Discharges – figures remain high following a particularly pressured period during the second half of October when the HSCP experienced a surge of discharges from Acute. The position has been largely recovered but this required significant additional investment in care home placements. The Acute system remains under extreme pressure and entering into winter, increases in flow from Acute is anticipated. Additional placements will be funded over winter to hopefully cope with this anticipated increase in demand.

There is a continuing challenge in relation to Adults with Incapacity (AWI) and the HSCP is in active discussions with the Scottish Government and Healthcare Improvement Scotland (HIS) regarding improvement measures. The IJB will

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continue to be briefed on this issue and any specific actions agreed with the Government.

Homelessness – The level of applications in October 2024 reached 885, the highest referral numbers in 13 years, but have dropped in November 2024 and this drop is in line with last year. The total number of Homelessness applications as at 26<sup>th</sup> November 2024 are at 6668, up by 185. In temporary accommodation there are 4010, up by 134 on last month, of which 1493 are refugees. Refugees account for 44% of Homeless applications. In relation to rough sleeping, there are currently 29.

Ongoing Initiatives:

- There are no pregnant mums in hotels.
- Reviewing weekly vulnerable groups, such as single parents, households with disabilities. Seen a significant reduction in families in hotels, currently 99 down from 205.
- Continue to meet with Elected Members and GG&C Leadership Team to review the financial situation and the Housing Emergency Action Plan v6.
- Meet weekly with the Scottish Government, all be it their focus is on Housing initiatives to create more tenancy options/capacity.
- The Leadership Team have agreed a winter action plan.

### Care Services

Consistent Service Delivery:

- Care Services have maintained a consistent level of service, completing over 350,758 visits in the past four weeks. This effort has sustained care and support for approximately 5,088 service users. Additionally, there have been no delays in hospital for care at home.

Community Alarm Services:

- The Community Alarm Services have been supporting 8,900 service users, responding promptly to those at risk and in need of assistance.

Focus on Absence:

- The service is working with HR colleagues focusing on both long and short-term absence and has seen a 1.1% reduction in the latest period.

Forward Planning – Preparation Underway:

- Planning is well underway for both the winter and festive periods. The Alarm Service is progressing towards the digitisation of telephone networks, which involves installing new alarm devices and upgrading the receiving centre. The changeover is on track.

### Mental Health

Inpatients:

- Pressures continue across the three hospitals, particularly with adult acute beds which consistently sit at over 99% occupancy. Whilst there is limited capacity across wards, available beds tend to be in Older People long stay, and adult patients continue to be admitted into non-adult beds.

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- Pass beds are being used regularly to manage the demand.
- Daily huddles have been implemented to support the effective use of beds across Inpatient Mental Health Services and respond to patients requiring transfer from acute hospitals.
- Delayed discharges from Mental Health Inpatients mainly relate to challenges in identifying appropriate social care resource or appropriate housing. Work is ongoing with the Integrated Delayed Discharge Team to consider ways to improve pathways out of hospital more efficiently.
- The Continuous Intervention Policy is out for consultation with implementation planned early next year to support patients subject to additional observation levels. This aims to support a reduction in bank use and provide opportunities for patients to engage in meaningful activity rather than being observed in ward.
- 80 Newly Qualified Nurses are now in post and as expected, bank use has begun to reduce with 160 shifts less required over the last four weeks. Whilst this supports the financial pressure associated with Mental Health Inpatient Services, consistent staffing also improves patient care and reduces risk.

#### General:

- The Mental Welfare Commission End of Year visit has been postponed to January 2025.
- The Scottish Government sponsored Trauma Informed Pilot in North East has completed phase 1 - Leadership Training and is moving to the next phase of training all social work and health staff in Community Mental Health Teams and Social Work Services.

## 7. Enhanced Mental Health Outcomes Framework

Margaret Hogg presented a report updating on the new funding arrangements put in place by the Scottish Government through the Enhanced Mental Health Outcomes Framework and to advise IJBs in Greater Glasgow and Clyde (GG&C) of the implications across all programmes.

Officers highlighted that Chief Officers have commenced working strategically across GG&C to develop a revised programme of investment which can be delivered within the new financial envelope. This work will include a prioritisation of investment to support delivery of outcomes and inevitably will require some disinvestment to deliver on the reduction in spend required. Proposals brought forward will include an assessment of the impact that revised spending plans will have on the delivery of outcomes.

Members raised concern regarding the reduction of funding in Mental Health Services and questioned if the threshold for receiving mental health support is going to become higher. Clarity was also sought on whether there will be increased signposting to support elsewhere. Officers shared the concern and advised that the funding from the Scottish Government is dedicated to front line services, as well as psychological services. Early intervention and prevention will be discussed at the Mental Health Programme Board. A Distress Response Hub has been jointly funded and this is used for signposting people in distress.

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In relation to the revised plan, the Staff Side Representative (NHS GG&C) questioned where discussions are taking place and if there is representation from Staff Side. Officers confirmed that the Mental Health Programme Board will be discussing the revised plan and Staff Side are represented. Once the plan is developed, this will be discussed at the Staff Partnership Forum.

Members highlighted that the 5% cut 9 months into the financial year is unhelpful and questioned how feasible it is to have the revised plan complete for January 2025. Officers agreed and advised that the funding will be baselined for the next financial year. Officers advised that they have raised concerns with the Scottish Government in relation to delivering on the Mental Health Strategy if funding reductions continue at this level.

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

- a) Noted the contents of this report;**
- b) Noted the impact of this funding on each of the programmes;**
- c) Approved the proposed funding arrangements to deliver programmes in 2024-25; and**
- d) Noted that an action plan to reduce programmes for 2025-26 will be presented to the January IJB for approval to ensure spend is contained within the financial envelope now provided.**

### **8. Glasgow City IJB Budget Monitoring for Month 6 and Period 7 2024-25**

Sharon Wearing presented a report outlining the financial position of the Glasgow City Integration Joint Board as at 20<sup>th</sup> September 2024 for Council and 30<sup>th</sup> September 2024 for Health and highlights any areas of budget pressures and actions to mitigate these pressures.

Officers advised that a review of outturns has been undertaken and projected spend has increased from the £11.6m reported in September 2024 to an overspend of £17.5m, before the impact of recovery plans. This increase is solely due to an increase of £5.9m in prescribing costs. £1.6m of this increase is because of volumes being 1.1% higher than budget assumptions and is reflective of increasing demand, list sizes and 0.8% more prescribing days in 2024-25. £3.1m relates to the impact of global pricing which on average has seen an increase of £0.23 per item than budget assumptions, which represents an increase of 2.1%.

An update was provided on the overarching recovery plan including significant movements in the plan. This includes additional proposals to recover the increased outturn. In September, the IJB agreed that as part of recovery planning that some proposals would be brought forward early to the November IJB to enable delivery to commence in the last quarter of the financial year to contribute to financial recovery. Officers highlighted savings of £3.428m in the report, of which £0.571m can be delivered in 2024-25. Members were also informed of a review of earmarked reserves which has been undertaken to support recovery planning. Initially a target of £0.5m was identified for this proposal, however following a review of commitments against reserve funds, it is proposed to release £6.5m of earmarked funds to general reserves.

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Members questioned if the prescribing overspend is mirrored across all IJBs in Scotland and whether there is collective work happening. Officers confirmed that this is a Scotland wide issue and advised that there is joint work ongoing across Greater Glasgow and Clyde (GG&C) IJBs. The savings programme is being led by pharmacy leads across GG&C. Officers have also recently met with the Executive Director of Finance and the Director of Pharmacy to discuss this. Looking into next year, the plan is for a 10% increase across Scotland and Officers have been asked to project on this basis.

There was a discussion in relation to the 2025-26 savings proposed for early delivery in 2024-25. The Local Authority Trade Union Representative raised concerns regarding the proposals for service redesign for Halt and the Family Support Project. Officers advised that the savings proposed for 2024-25 can be delivered through vacancies, therefore there is no impact on the staffing group this financial year. There are opportunities for efficiencies to be made to focus on key functions of the services. Following a service review, any proposed saving for 2025-26 will be subject to a report to the IJB in the next financial year.

The Staff Side representative (NHS GG&C) requested that they are involved in discussions at an early stage in all areas where savings are being proposed. The Interim Chief Officer confirmed that Staff Side will be invited to each Core Leadership Team.

Members highlighted the overall savings target for 2024-25 and questioned if there has been an impact due to approving savings late in the financial year. Officers advised that at this stage of the year, it is anticipated that actual savings realised will represent 76% of the target.

Members suggested going forward, to help the process for approving the budget in March, that all questions are resolved in advance through discussion at the Development Sessions. Officers agreed and confirmed that they require allocation letters from the Council and Health Board. The Council doesn't set its budget until February, however. The Chief Finance Officer confirmed that the aim is to have all proposals for achieving a balanced budget presented at the IJB in March for the board to make a decision.

Brian Auld requested if Officers could provide a report outlining the transformation approach undertaken including governance arrangements. Officers agreed to take this forward.

Officers

**The Integration Joint Board:**

- a) Noted the contents of this report;**
- b) Approved the budget changes noted in section 3;**
- c) Noted the updated forecasted overspend of £17.5m as outlined in section 7;**
- d) Noted the update on the recovery plan and approve the additional recovery actions required as outlined in section 8;**

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- e) **Approved the savings totalling £3.428m for delivery in 2024-25 and 2025-26;**
- f) **Approved the redistribution of reserves as outlined in section 9; and**
- g) **Noted the summary of current Directions (Appendix 3).**

**9. Chief Social Work Officer Annual Report 2023/24**

Kelda Gaffney presented the annual report from the Interim Chief Social Work Officer for the year 2023/24, prepared in line with interim guidance for the 2023/24 report provided by the Scottish Government.

In Older People Residential Services, the total number of beds has reduced to 490 as of January 2024 due to remedial work in Riverside Care Home. Members questioned when Riverside Care Home will be complete. Officers advised that the reduction in places at Riverside has been replaced with 60 additional beds purchased externally. Phase 1 of the works is scheduled to finish in March/April 2025 and phase 2 is scheduled to finish mid-winter 2025.

Members highlighted the key successes within the report and questioned what other innovations Officers can use to mirror these successes. Officers advised that the Maximising Independence agenda focuses on this so that intervention can happen at an earlier stage to provide intensive support where required and see transition out of services. Where statutory services are not required, the third sector and community supports are available. Officers also highlighted that they have re-established the strategic partnership with the University of Strathclyde and plan to bring a report to a future IJB.

In relation to sickness absence, Members noted that the figures remain high and asked if Officers are confident that they will see a reduction going forward. Officers advised that sickness absence has struggled to recover since Covid and noted that there are several supports in place for staff wellbeing and quicker access to support when required. Officers are also looking at hybrid working arrangements/working from home and whether being away from the workplace isn't providing staff with the necessary support.

The Staff Side Representative (NHS GG&C) questioned if there was an evidence base to support that absence rates are affected by staff working from home as it is seen as beneficial in achieving a work life balance. Officers advised that discussions are at an early stage and Staff Side and Trade Unions will be involved in ongoing conversations. Officers agreed to send the link to the evidence to the Staff Side rep.

Officers

Members asked how service user feedback is being used to inform improvement plans. Officers advised that service users feed into the plans via service user engagement groups including the Mental Health Network and the Alcohol and Drug Partnership which involves people with lived and living experience. There are also a range of commissioned services with the third sector and community engagement sessions take place across the city. Within Children's Services, Officers advised that they are committed to amplifying the voice of families, children, and young people, and they work closely with Glasgow Council for the

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Voluntary Sector to reach the most disengaged families. The Glasgow Intensive Family Support Service has helped to reduce looked after children by 58% and feedback is being captured from those families in terms of what they want, which is good family support.

**The Integration Joint Board:**

- a) **Noted the contents of the report; and**
- b) **Noted that the Interim Chief Social Work Officer report has been submitted to the Scottish Government.**

**10. Justice Social Work and Community Justice Overview Annual Update**

Lynsey Smith presented a report updating on Justice Social Work developments, and Community Justice Glasgow developments.

Members congratulated Martha's Mammies on receiving the 'Team of the Year 2024' and 'Overall Winner 2024' awards at the Glasgow City HSCP Staff Excellence Awards. Members also thanked the Unpaid Work Team who have helped make some community projects happen and made a visible difference to communities.

In relation to the prison population, Members questioned how many prisoners are planned for release into temporary B&B accommodation and how this will impact on homelessness. Officers advised that the projections won't be known until February 2025, noting that the impact this year was less than expected. Officers advised that there is a Homeless Service within the prisons who work alongside Justice colleagues in relation to early release prisoners. There is also an Aftercare Service for prisoners who provide information in relation to housing, etc.

The Staff Side Representative (NHS GG&C) noted that there is an increase in demand on health care staff within prisons and suggested recruiting bank staff to help with the demand. Officers advised that historically there is an issue with recruitment and retention of health care staff in prisons and this has been raised on the national group. It was highlighted that there has been a recruitment of newly qualified nurses in prisons and Officers confirmed they will be fully supported in their role.

**The Integration Joint Board:**

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

**11. Unscheduled Care Winter 2024-25 Update**

Stephen Fitzpatrick presented a report providing the annual update on how Glasgow City and other GG&C HSCPs are working with health board colleagues to deliver whole system change against our urgent and unscheduled priorities. Members questioned how effective the Flow Navigation Centre has been in diverting people from the Emergency Department. Officers advised that this is a positive contributor to diverting people away from the front door of the hospital.

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The Staff Side Representative (NHS GG&C) raised concern in relation to the closure of the Hospital at Home Service without considering the impact elsewhere in the wider system. Officers advised that the decision to cease the Hospital at Home Service was approved at the August IJB. Hospital at Home has been suspended pending transition to the new community led service that will deliver against both the aims of the original Hospital at Home and Glasgow's Care Home Call Before You Convey test-of-change from Winter 2024.

**The Integration Joint Board:**

a) Noted the contents of the report.

**12. Winter Planning 2024-25**

Stephen Fitzpatrick presented a report updating on the winter planning arrangements for 2024-25.

Health Board winter planning commenced in May 2024 and has culminated with the production of the NHS Greater Glasgow and Clyde (GG&C) Winter Plan. The plan, designed as a whole system effort, details how the challenges of winter will be met by the Health and Social Care system in GG&C in line with Scottish Government's Winter Planning Priorities.

**The Integration Joint Board:**

a) Noted the contents of the report.

**13. IJB Committees – Update from Chair of Finance, Audit and Scrutiny Committee (meeting of 23<sup>rd</sup> October 2024)**

Graham Haddock, Vice Chair, provided the following update from the Finance, Audit and Scrutiny Committee (FASC) on 23<sup>rd</sup> October 2024. The [papers](#) and [draft minute](#) are available on the HSCP website.

- The Committee noted the IJB Budget Monitoring for Month 5 and Period 6.
- Considered an interim quarterly HSCP performance report. Trend graphs were included in the report which was well received by FASC Members, and this approach will be continued in future reports.
- There was a deep dive into Primary Care and Health Improvement performance.
- Noted a detailed report on Welfare Rights and Money Advice Performance for 2023-24 and explored the risk from the removal of the winter fuel payment. Work was being done to explore increasing the update of pension credit for those eligible.
- Received an update on the HSCP Property Strategy for 2023-2026, including progress with the Parkhead Hub, Waterloo Care Home and the Safer Drug Consumption Facility - Officers advised that the Parkhead Hub has now had a full handover and will be operational in January 2025.
- Considered the Strategic Plan Monitoring Report.

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**14. IJB Committees – Update from Chair of Public Engagement Committee (meeting of 13<sup>th</sup> November 2024)**

Bailie Norman MacLeod, Chair, provided the following update from the Public Engagement Committee (PEC) on 13<sup>th</sup> November 2024. The [papers](#) and [draft minute](#) are available on the HSCP website.

- After consideration from the Committee, all reports were noted.
- The Committee received a presentation on the Safer Drug Consumption Facility (The Thistle) and noted the ongoing engagement with the community and partner organisations.
- The GCHSCP Consultation and Engagement Log was discussed, and it was agreed to discuss the Committee's role and the format of the log in a meeting with Officers and the Chair/Vice Chair of PEC.
- At the end of the meeting, it was agreed that Officers would take forward a review to ensure citizens are being appropriately signposted to services and receiving everything to which they are entitled. A report with suggestions on resources that can be used to publicise entitlements and where advice can be received will be presented to the Committee.

**15. Glasgow City IJB – Future Agenda Items**

Agenda items for future meetings of the IJB were noted.

**16. Next Meeting**

The next meeting will be held at 9.30am on Wednesday 22<sup>nd</sup> January 2025.

**17. National Care Home Contract Increase – Agenda for Change 2024-25**

The purpose of this report is to update on the National Care Home Contract (NCHC) Increases (2024-25); and to note the approval by the Chief Officer and Chief Officer, Finance and Resources under delegated authority, on the grounds of urgency.

**The Integration Joint Board:**

- a) Noted the approval by the Chief Officer and Chief Officer, Finance and Resources under delegated authority, on the grounds of urgency: and**
- b) Noted the approval was undertaken in consultation with the IJB Chair and Vice Chair.**

The Chair noted that this would be the last meeting for Jacqueline Kerr, Interim Chief Officer and Julia Egan, Chief Nurse and thanked them for their contributions and wished them well for the future.