

GLASGOW CITY HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD

IJB(M)2018-04

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, 20th June 2018

PRESENT:

VOTING MEMBERS

Cllr Ken Andrew	Councillor, Glasgow City Council
Simon Carr	NHSGG&C Board Member
Cllr Michelle Ferns	Councillor, Glasgow City Council
Ross Finnie	NHSGG&C Board Member
Jacqueline Forbes	NHSGG&C Board Member
Cllr Archie Graham	Councillor, Glasgow City Council
Cllr Mhairi Hunter	Councillor, Glasgow City Council (Chair)
Cllr Jennifer Layden	Councillor, Glasgow City Council
Cllr Kim Long	Councillor, Glasgow City Council
Trisha McAuley	NHSGG&C Board Member (Vice Chair)
Rev. John Matthews	NHSGG&C Board Member
Anne Marie Monaghan	NHSGG&C Board Member
Cllr Jane Morgan	Councillor, Glasgow City Council
Rona Sweeney	NHSGG&C Board Member

NON-VOTING MEMBERS

Dr Richard Groden	Clinical Director
Elaine Love	Chief Nurse Governance and Regulation, NHS GGC
Anne McDaid	NHSGG&C Staff Representative (substitute for Mags McCarthy) (from Item 10)
Peter Millar	Independent Sector Representative
Susanne Millar	Chief Officer Planning, Strategy & Operations / Chief Social Work Officer
Ann-Marie Rafferty	Assistant Chief Officer, Public Protection & Complex Needs (substitute for Susanne Millar)
Anne Scott	Social Care User Representative
Chris Sermanni	Glasgow City Staff Side Representative
Shona Stephen	Third Sector Representative
David Walker	Assistant Chief Officer, Corporate Strategy
Sharon Wearing	Chief Officer, Finance and Resources

IN ATTENDANCE:

Duncan Black	Chief Internal Auditor, Internal Audit
Allison Eccles	Head of Business Development
Jackie Kerr	Assistant Chief Officer, Adults Services
Stephen Fitzpatrick	Assistant Chief Officer, Older People's Services
Sheena Walker	Governance Support Officer (Minutes)

APOLOGIES:

Bailie Ade Aibinu	Councillor, Glasgow City Council
Jonathan Best	Interim Chief Operating Officer, NHSGG&C
Patrick Flynn	Head of Housing and Regeneration, Glasgow City Council
Margaret McCarthy	NHSGG&C Staff Representative
Ann Souter	Health Service User Representative
Dr Michael Smith	Lead Associate Medical Director Mental Health and Addictions
David Williams	Chief Officer

Cllr Hunter commenced the meeting by informing members that Rosemary Kennedy, former Carers Representative on the IJB had passed away. Cllr Hunter paid tribute to Rosemary, who was an incredible activist for carers for many years and worked extremely hard for the carer community.

1. DECLARATION OF INTERESTS

Anne Marie Monaghan declared an interest in Item 8, Policy Development: Resource Allocation for Adults Eligible for Social Care Support.

2. APOLOGIES FOR ABSENCE

Apologies for absence were noted as above.

3. MINUTES

The minutes of the meeting of the Integration Joint Board held on 9th May 2018 were approved as an accurate record.

4. MATTERS ARISING

Members expressed frustration that no response had been received from Patrick Flynn in relation to rolling action reference number 18; and that this had been an action for more than a year. Cllr Hunter would write to Patrick Flynn informing him that the Board was unhappy with his lack of response.

Cllr Hunter

Cllr Andrew advised that his action at item 9 would not be progressed as other issues had overtaken this.

5. INTEGRATION JOINT BOARD ROLLING ACTION LIST

Allison Eccles presented the IJB Rolling Action List informing members that for rolling action reference number 34 the EQIA would be published online by 21st June and the action was now closed.

In relation to reference number 48, it was proposed and agreed that Cllr Long would be the Vice Chair of the IJB Public Engagement Committee. A Council voting member vacancy remained on the IJB Performance Scrutiny Committee and Cllr Hunter would progress this.

Cllr Hunter

6. PRIMARY CARE IMPROVEMENT PLAN: GUIDANCE, TIMETABLES AND PROGRESS

David Walker presented a report to advise the Integration Joint Board of guidance in relation to the Primary Care Improvement Plan and to update on progress. The Primary Care Improvement Plan would focus on improving services for patients; take the workload away from GPs to allow them to operate at the top of their license; and to benefit all practices in the City. A particular challenge was that the city had 146 practices which differed in size and operation; and secondly the scale of the registered patients, which was higher than the population. There were also challenges of availability of skilled staff and the ability to implement the Plan.

The scope of the plan was to address six key priorities, prescribed by the Memorandum of Understanding; as well as health equalities and service sustainability. There would be evaluation of outcomes and an infrastructure support programme. The Plan was required to have the support of GPs and the LMC (Local Medical Council) as they would be included in the sign-off. It was proposed that the Primary Care Improvement Plan be discussed at the IJB Development Session on 14th August to allow members to look at this in depth, before the full plan is presented to the IJB in September for approval.

Members welcomed the report and sought further detail on the funding. Officers advised that the funding letter was appended to the report and they were still working through the detail of this. Funding would be allocated over a 4 year period on an incremental basis with the full allocation received in year 4. A financial framework would be included in the paper presented for approval in September, as well as a recruitment plan and management costs.

Dr Richard Groden added that there were challenges in managing expectations and that it was unrealistic to deliver everything due to funding; also due to the time required for consulting with other professional groups who would be impacted, as they would not be ready to deliver services within three years.

Members questioned the level of support from GPs and the difficulties anticipated in the implementation of the Plan. Officers advised that GPs generally welcomed the arrangements and were enthusiastic, but that expectations were very high and it would be three years before maximum benefits were delivered. Engagement with GPs was good and there was also the development of Cluster Quality Leads and groups of practices working together.

Members sought clarity of the timing for the Plan. Officers advised that the timescales were dictated nationally and that the Plan had to be IJB ready by end July. The Plan would be discussed at the development session in August and presented to the IJB for approval in September. The IJB would receive update reports on a regular basis as the plan progressed over the three year implementation period.

Members requested that the discussion at the development session in August look at how the Plan will impact upon Acute services and unscheduled care; and detail of the current relationship and how this would look going forward.

David Walker

The Integration Joint Board:

- a) noted Primary Care Improvement Plan guidance, timing and progress; and***
- b) agreed the direction of travel and instructed the Chief Officer to present the Primary Care Improvement Plan to the next meeting of the IJB in September.***

7. MENTAL HEALTH STRATEGY AND IMPLEMENTATION

Jackie Kerr presented a report to advise the Integration Joint Board on the development and implementation of the Mental Health Strategy across the City; and to seek approval from the Integration Joint Board for the use of the new Mental Health monies across the City. The Scottish Government announced in December 2017 further funding of £17m for mental health services across the country and a target of introducing 800 additional mental health workers over a 3 year period. The funding would increase nationally to £35m by 2021-2022, with a further £5m available for Children's Services; this would look at early intervention and prevention and would be linked to the children's services transformation programme previously presented to the IJB. The proposals for the monies were outlined in table 1; these were at early stages and a further paper would be presented to the Board in October with the financial framework.

Jackie Kerr

The Third Sector Representative requested that the paper be explicit in referencing the Third Sector and their role in early intervention and recovery; and engagement with carers and service users.

Jackie Kerr

Members also requested that more detail is provided on the monies for children's services and the outcomes of changes; and also that the independent sectors involvement is recognised.

Jackie Kerr

Officers explained that the report was a process driven paper and more detailed proposals would be presented in future. The Third Sector and recovery was a feature of discussion at the Mental Health Programme Board, this was clinically led and would

continue to be developed. There was a clear statement that this was a five year strategy.

Members also discussed the prison population and the need to ensure that mental health services were consistent for the population across the three prisons in which healthcare was provided by the HSCP; and also to track outcomes for people across their sentence. Officers confirmed that the service was being reviewed to ensure a consistent approach and that this was also being looked at on a national basis.

It was requested that the Glasgow share of the additional mental health workers be included in the paper.

Jackie Kerr

The Integration Joint Board:

- a) agreed the proposals outlined in the report; and***
- b) instructed the Chief Officer to provide a more detailed report with a financial framework at an IJB in October 2018.***

8. POLICY DEVELOPMENT: RESOURCE ALLOCATION FOR ADULTS ELIGIBLE FOR SOCIAL CARE SUPPORT

Jackie Kerr presented a report to set out with clarity the policy framework for the allocation of resources for Adults assessed as eligible to receive social care support; the processes for resolving any areas of dispute that may arise; and to recommend further actions that support service user, carer and practitioner awareness. Following a recommendation by Audit Scotland, this policy framework is required to make explicit and transparent the approach that is taken by all officers in the discharging of Glasgow City Council's statutory duties that ensures fairness in the prioritisation and allocation of resources for the City's most vulnerable and at risk individuals.

The policy paper confirms and clarifies delivery of support and the relevant amount to the supported person to meet their needs. The HSCP has a responsibility to regularly review clients assessed needs. Individuals referred for potential support will be screened against the eligibility criteria which prioritises risk into four categories of critical, substantial, medium and low. The paper sets out the assessment of support needs and allocation of resource; and that the relevant amount will be based on three core elements. Officers advised that there were proposal to engage with carers and that an EQIA had been completed. Care arrangements that require change are reviewed on an individual basis.

The Chair stated that the policy was status quo and not a new policy; and acknowledged that engagement would take place through various means.

Members discussed the paper and raised the following:

- Concern was expressed that the EQIA was not appended to the report and that members were being asked to approve a paper without all the available information; this was a gap.

Members requested that the EQIA is presented in a paper back to the IJB in September and that the evidence section of the EQIA is given full attention. Also that case studies are provided to show the impact upon people's lives.

Jackie Kerr

Officers advised that although the EQIA had been completed it had not been through the quality assurance process therefore had not been attached to the report; but officers accepted this criticism.

- That if there was a cap that resulted in the type of support service users received then this should be explicit in the report.
Officers advised that there was no cap and that there would be a discussion and professional judgement used in each case. Officers advised that there would be

circumstances where it was not appropriate to move people. There is a clear responsibility for the HSCP and this includes being as equitable as can be in the use of resources, balanced against professional assessment.

- Concern was also raised of moving back to institutional care for people that cannot be supported in the community.
Officers explained that models of best practice would be reviewed and that the HSCP has clearly stated and provided evidence that there is a move away from institutional care across all of the care groups.
- Members requested that the risks are included in the paper being brought back to the Board.
- It was agreed that carers should be mentioned within the report and their expertise recognised. Also that the need of the carer is assessed as part of the review process and the carers views will be taken in to account.
Officers acknowledged that carers input needed to be more explicit and this would be reflected in future reports.
- It was also raised that there was no carer representative on the IJB at present and that a carers representative was required to inform the discussion.
Officers explained that this was being progressed; the carers representative would be connected to the carers champion approach and would be supported to join the IJB, however recognised the big commitment that was required of a carer.
- Concern was raised by members that cost appeared to be the primary feature of the report and not the care needs of individuals.
Officers advised that this was not financially driven, cost is a part of the consideration but not the driving factor. Professional judgement and assessment of need was the driving factor.
- Members debated the agreement of the recommendations given the significant comments raised and there was consensus that recommendation (a) could not be agreed as outlined in the report. The IJB agreed that recommendation (a) would be amended to *'note the content of the interim policy framework and request that a further paper is presented on EQIA and the matters raised by Board members'*. Recommendation (b) would remain unchanged. The IJB agreed that the paper would be presented in September.

Jackie Kerr

Jackie Kerr

Jackie Kerr

The Integration Joint Board:

- a) noted the content of the interim policy framework and request that a further paper is presented on EQIA and the matters raised by Board members; and***
- b) noted and approved the recommendation to undertake engagement with practitioners, services users and carers to review and update as necessary existing guidance and information to promote clarity and awareness.***

9. POLICY DEVELOPMENT: TRANSITION FROM OVERNIGHT 'SLEEPOVER' SUPPORT TO ALTERNATIVE SUPPORT ARRANGEMENTS

Jackie Kerr presented a paper to set out a clear and transparent policy direction for the transition from overnight sleepover support to alternative support arrangements that will inform service users (including their legal proxies), carers and service providers and guide the approach to be undertaken by social work practitioners. As reported to the IJB Finance and Audit Committee in October 2017, a transformational change programme will be initiated to inform the future provision of overnight supports. This work will be taken forward with the full involvement of service user and carer representatives. However, it is considered by GCHSCP that this programme of work requires to be guided by an explicit policy direction on a transition away from sleepover support.

There was the opportunity to consider how to deliver overnight support in an efficient and effective way; to review and refresh current practices and models of care for safe and effective overnight support. Officers reported that the employment law governing the provision of sleepover and overnight supports had changed; and there has also been increase to the National Living Wage and a stated intention from the Scottish Government to apply the Scottish Living Wage to sleepover supports delivered in Scotland.

Officers outlined the developments in existing technology and how this was used to support people to live in their own homes; and it was estimated that 4 in 5 people would be supported through existing technology. Existing technological solutions would be explored and the development of technology enabled care and support services, including clusters tenancies for overnight support within defined geographical areas. A wider range of stakeholders would participate in the change programme and findings would be presented in October 2018. Engagement is at the forefront of the programme and a baseline EQIA had been completed.

Jackie Kerr

The Chair confirmed that people will not lose support and would be assessed on an individual basis; people will have waking night support, if that was required.

The following comments were made by the IJB:

- The report was seen as risk enabling in supporting people to live independently.
- Members discussed the report and queried if the £12m annual cost of sleepover included respite care.
Officers confirmed that £12m was solely for sleepovers across the city. The Scottish Government had provided £12m for sleepovers and this was agreed by the IJB; the proposals were to look at the wider work and sustainability. There are also issues of working time directives and employment legislation in that people cannot be working to the arrangements they did previously.
Members stated that the financial detail and requirement for change was not explicit in the report and requested that this is reflected in future reports.
- Members also raised that engagement must be meaningful and queried if the timescales allowed sufficient time for this.
Officers advised that engagement would take place with providers to look at the framework tender and different models of care; this would not be complete by October, but there would be a transitional plan.
- Members asked that engagement also take place with the wider disabled community and not solely service users.
Officers confirmed that all organisations would be included in the process.
- Members stated that the report was not clear that those who required waking night cover would receive this; and sought reassurance that language in future reports be clearer for all readers and the public.
- Papers should also be presented in a way where media interest is anticipated.
- Papers must be explicit in reasons for change needed and solutions required.
Officers must consider information presented in future reports to ensure proposals are clear and there is an understanding of the impact upon service users and those with lived experience. Officers would reflect on how papers were presented in future.
- Members requested that the technological opportunities in supporting people are more explicit in the paper; and show that there is an opportunity to improve services.
- Further information on EQIAs was requested in future reports.

Jackie Kerr

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Officers

Officers

Jackie Kerr

Jackie Kerr

The Council Trade Union Representative raised that a letter had been sent to David Williams from Deborah Clark, UNISON, concerning the decision affecting the Unison community and the level of engagement. Officers advised that a letter had been received and that an offer would be extended to Deborah Clark to meet with officers to discuss engagement. The letter would also be circulated to the IJB.

Susanne Millar

Members discussed the recommendation and agreed that recommendation (a) as detailed in the report would be removed; and that recommendation (b) would be amended to *'the report provides the guide to a transitional change programme to review overnight supports, including recommending alternative arrangements to sleepover support and the transition timescales for doing so'*.

Jackie Kerr

The Integration Joint Board:

- a) agreed the report provides the guide to a transitional change programme to review overnight supports, including recommending alternative arrangements to sleepover support and the transition timescales for doing so; and***
- b) in the interim period before the conclusion of the transformational change programme, noted the direction being given to social work practitioners, as set out in paragraph 3.3.***

10. DEVELOPMENT OF THE CITY CENTRE HUB AND REDESIGN OF OUT OF HOURS SERVICES

Ann-Marie Rafferty presented a report to update the Integration Joint Board on the development of the city centre multi agency hub proposal. Officers advised that this would target those specifically with complex needs. The City Ambition Network had been operating for the past 18 months, working with a small number of individuals, delivering a new collaborative interventionist approach for adults with multiple and complex needs. The approach allowed the opportunity to meet people's housing needs and then consider their health and social care needs; and would deliver basic needs of those presenting for the city centre population. The approach was a collaborative approach to bring partners and services together; and the project would also be a pathway for people into other services. The site was expected to be a shop front in the far end of Argyle Street, which would be leased by the Simon Community with contribution from the HSCP. Evaluation would also take place with partners and this process was still to be determined, but the direction of travel was clear.

Members welcomed the report and the opportunity for people to engage with other groups and pathways into services. Members also welcomed proposals for pets to be allowed in the centre.

The Board agreed that a date should be set for a future development session solely on homelessness.

Susanne Millar

The Integration Joint Board:

- a) approved the direction of travel for the developing Hub service as outlined in this report;***
- b) noted that whilst external funding is in place to deliver capital spend and initial running costs for the first 12 months, any sustainability and viability funding for the HSCP can only be considered after we test the concept, gather relevant evidence and evaluate the impact on outcomes and cost effectiveness;***
- c) committed to supporting this new initiative and to ongoing dialogue with partners to establish the extent of the resource allocation commitment, which will be subject to periodic review following implementation;***
- d) directed the Council to progress the proposals outlined in this report; and***
- e) instructed the Chief Officer to provide an update to the Performance Scrutiny Committee by the end of 2018.***

11. IMPLEMENTATION OF CARER (SCOTLAND) ACT 2016

Stephen Fitzpatrick presented a paper to set out the intentions of the Carer Act, describe current service delivery model and a range of proposals and recommendations for the Integration Joint Board for Carer Act expenditure for 2018/19 to support the implementation of the Act and the delivery of services to carers through the established Glasgow Carer Partnership.

Officers advised that it was important to note that carers had been fully engaged in the development of the model. Carers had also been engaged through the IJB Public Engagement Committee and members from the North West Carers Group had attended the Committee in May. The current arrangements were outlined to members as per section 2 of the report, and the Board informed that Glasgow had made significant progress with 13,500 carers supported in the city since 2011. Officers explained the new financial framework and the proposal of the services for 2018/19 to ensure sustained provision in the third sector services outlined in the table at 3.4; these resources underpinned Glasgow's strong performance. There was also proposals for two posts of Principal Officer Carer Act Implementation Lead and Resource worker to support the work. It is the intention to target resources for those most in need and to respond to peoples carer needs and circumstances. It was also proposed that respite investment would double allowing 300 service users per annum to access between 2-8 weeks per annum. The short breaks would be tailored to individual's circumstances and officers would put measures in place to support carers.

Members referred to the financial detail included in the paper and where services would be capped; stating that this should be consistent within all papers presented to the IJB for transparency.

Members also referred to carer engagement through the IJB Public Engagement Committee and the valued work of the carer's centres, querying how the re-tendering process would affect them. Officers explained that the current tender was due to end and re-tendering was a routine process; the current services would be able to apply in the re-tendering process.

The Chair of the IJB Finance and Audit Committee referred to recommendation (d) that performance measures would be reported to the IJB Performance Scrutiny Committee; advising members that performance was a current remit of the Finance and Audit Committee, but acknowledged that the remit of all committees would be discussed at the IJB Development Session in August.

Members also highlighted the importance of carer involvement in the planning of carer services and that early intervention for people in crisis must be a focus. Also that working with Education Services was important and to acknowledge that carers other than the primary carer can be impacted upon too.

It was requested and agreed that the vacancies detailed at section 3.9 of the report would be available to the third sector; and officers would identify how this would be progressed.

**Stephen
Fitzpatrick**

The Integration Joint Board:

- a) noted the intentions of the Carer Act and the duties and powers for integration authorities;***
- b) noted the planning and service delivery infrastructures of Glasgow Carer Partnership, the central role of the 3rd sector and its readiness to deliver on the intentions of the Act;***
- c) agreed the proposals set out in this paper which seek to consolidate carer funding, sustain current service and to further enhance the capacity to deliver on the intentions of the Act; and***

d) instructed the Chief Officer to provide a progress report on implementation, including developed performance measures to the Performance Scrutiny Committee by the end of 2018. This report should reflect carers' feedback on these proposals and their impact.

12. ANNUAL GOVERNANCE STATEMENT

Duncan Black presented a report to present to the Integration Joint Board the Annual Governance Statement for the Glasgow City Integration Joint Board for 2017/18. The report was presented to the IJB Finance and Audit Committee on 13th June along with the Chief Internal Auditors Annual Report for 2017/18; and was presented to the IJB for approval.

Sections 1-4 of the report provided detail of the governance arrangements in place; there was a requirement to note any significant issues and if there had been any unsatisfactory opinions issued. There were no unsatisfactory opinions issued in 2017/18. An update on significant governance issues reported previously was included for the ongoing issue of agreeing a balanced budget. The annual opinion was of reasonable assurance and the Chief Officer and Chair were asked to approve the Statement for certification to be included in the unaudited annual accounts.

The Integration Joint Board:

- a) approved the Annual Governance Statement; and***
- b) directed the Chief Officer, Finance and Resources, to include this statement in the Unaudited Annual Accounts.***

13. OUTTURN REPORT 2017-18

Sharon Wearing presented a report to provide a high level overview of the Integration Joint Board's outturn position for 2017/18, 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 September 2018.

Sharon advised that the outturn report presented was the final format and that the draft had been presented to the IJB Finance and Audit Committee on 13th June for consideration. Section 2 of the report presented the approved budget changes for Month 10/Period 12; section 3 provided detail of the Reserves Policy; and section 4 outlined the outturn position, with the forecast budget spend for 2017-18 £3.946m against which an underspend of £4.200m was actually delivered. The earmarked reserves carry forwards proposals were outlined in the table at section 4.3 of the report.

The set-aside budget continued to be progressed and this would be presented to the IJB at a future date.

**Sharon
Wearing**

The Integration Joint Board:

- a) approved the transfer to Earmarked Reserves of £19.617m as outlined in paragraph 4.3;***
- b) noted the contents of this report; and***
- c) approved the Annual Financial Statement for 2018-19.***

14. UNAUDITED ANNUAL ACCOUNTS

Sharon Wearing presented to the Integration Joint Board the Unaudited Annual Accounts for the year ended 31 March 2018. The unaudited annual accounts had been considered by the IJB Finance and Audit Committee on 13th June. Officers advised that the hosted services delivered by Glasgow were reported differently for 2017/18; the IJB is considered to be acting as 'principal', and the full costs for the services which it hosts are reflected in the financial statements.

The Integration Joint Board:

- a) noted the IJB's Unaudited Annual Accounts;***
- b) approved the submission of the Unaudited Annual Accounts to Audit Scotland; and***
- c) approved the timetable for the sign-off the Annual Accounts in appendix 2.***

15. ANNUAL PERFORMANCE REPORT

Susanne Millar presented the Annual Performance Report for the Health and Social Care Partnership for the year 2017/18. The IJB was required to agree the report before this was submitted to the Scottish Government. The report covered five key priority areas and the key performance indicators and national indicators were outlined in the report. The report showed the successes of the HSCP for 2017/18 and also significant areas for improvement.

The Board requested that a public facing document be produced to coincide with the final report. Officers confirmed that this would be produced.

Susanne Millar***The Integration Joint Board:***

- a) approved the attached Annual Performance Report;***
- b) noted that some final year-end figures will be included once available; and***
- c) approved that responsibility for any final amendments to the report to incorporate these year-end figures will be delegated to the Chief Officer.***

16. HSCP Q4 PERFORMANCE REPORT 2017/18***The Integration Joint Board:***

- a) noted the attached performance report for Quarter 4 of 2017/18.***

17. GLASGOW CITY IJB DIRECTIONS – ANNUAL REPORT***The Integration Joint Board:***

- a) noted this report.***

18. GLASGOW CITY INTEGRATION JOINT BOARD - DIRECTIONS***The Integration Joint Board :***

- a) noted the summary of current directions.***

19. GLASGOW CITY INTEGRATION JOINT BOARD – FUTURE AGENDA ITEMS

The Integration Joint Board noted the future agenda items.

20. NEXT MEETING

The next meeting was noted as Wednesday, 19th September 2018 at 9.30am in the Boardroom, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH.

The meeting ended at 1pm