

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

**IJB(M)2020-03**

Minutes of a virtual meeting held  
at 9.30am on Wednesday, 24<sup>th</sup> June 2020

**PRESENT:**

**VOTING MEMBERS**

Simon Carr	NHSGG&C Board Member (Vice Chair)*
Jacqueline Forbes	NHSGG&C Board Member
Cllr Archie Graham	Councillor, Glasgow City Council
Cllr Mhairi Hunter	Councillor, Glasgow City Council (Chair)*
Cllr Elspeth Kerr	Councillor, Glasgow City Council
Cllr Jennifer Layden	Councillor, Glasgow City Council
Rev. John Matthews	NHSGG&C Board Member
Cllr Jane Morgan	Councillor, Glasgow City Council
Rona Sweeney	NHSGG&C Board Member
Mark White	NHSGG&C Board Member
Cllr Tanya Wisely	Councillor, Glasgow City Council

**NON-VOTING  
MEMBERS**

Jonathan Best	Chief Operating Officer, NHSGG&C
Ian Bruce	Third Sector Representative (Substitute for Shona Stephen)
Susanne Millar	Interim Chief Officer
Peter Millar	Independent Sector Representative
Anne Scott	Social Care User Representative
Chris Sermanni	Glasgow City Council Staff Side Representative
Sharon Wearing	Chief Officer, Finance and Resources

**IN ATTENDANCE:**

Duncan Black	Chief Internal Auditor
Allison Eccles	Head of Business Development
Julie Kirkland	Senior Officer (Governance Support)
Sheena Walker	Governance Support Officer (Minutes)

**APOLOGIES:**

Jeanette Donnelly	NHSGG&C Board Member
Mags McCarthy	Staff Side Representative
Anne Marie Monaghan	NHSGG&C Board Member
Ann Souter	Health Service User Representative
Shona Stephen	Third Sector Representative

**\*Note – Cllr Mhairi Hunter and Simon Carr co-chaired the meeting of 24<sup>th</sup> June 2020.**

**1. DECLARATION OF INTERESTS**

There following declarations of interest were raised:

Mark White as Director of Finance, NHS Greater Glasgow and Clyde  
Peter Millar – item 11, Support to Care Homes.

**2. APOLOGIES FOR ABSENCE**

Apologies for absence were noted as above.

**3. MINUTES**

The minutes were approved as an accurate record.

**4. MATTERS ARISING**

There were no matters arising raised.

**5. INTEGRATION JOINT BOARD ROLLING ACTION LIST**

The IJB noted the rolling action list. Susanne Millar provided an update on rolling action reference 39; advising that the draft Unscheduled Care Commissioning Plan had been presented to the IJB in March; and is scheduled to be presented to the other 5 IJBs. The joint commissioning plan is being refreshed in light of Covid-19; and an update will be presented to the IJB at the end of the year.

**Susanne  
Millar**

**6. CHIEF OFFICER UPDATE**

Susanne Millar provided a Chief Officer Update to members advising that:

- The HSCP continued to operate under business continuity arrangements due to Covid-19, balancing ongoing needs for business continuity and recovery planning. Emergency legislation has been extended for a further 100 days; and therefore the HSCP is still operating within a Covid-19 context. A number of issues remain in care homes and governance arrangements have been enhanced. Officers highlighted that recovery will not be business as usual as there will be a number of restrictions in place as to how to run and manage services.
- The core issues are included in the items to be reported on the agenda.
- Officers also reported that this period will be used to ensure that staff have time to rest; and have been encouraged to take annual leave in July and August; as this has not been possible since March.
- Officers stressed that although recovery planning is being undertaken; we are still operating within a Covid-19 environment.

**7. GLASGOW CITY IJB TEMPORARY GOVERNANCE ARRANGEMENTS**

Susanne Millar presented a report to update the IJB on the current working context in relation to the Covid-19 pandemic; to review the temporary governance arrangements adopted by the IJB in March 2020 in relation to Covid-19; to propose continued temporary governance arrangements, and to advise the Integration Joint Board of decisions taken under the temporary governance arrangements of the IJB to date.

Officers reported that the focus remains on the delivery of services; and that there is significant complexity and planning for recovery. The ongoing extension of emergency legislation has resulted in the proposal to extend the IJB temporary governance arrangements. Reports will be presented to the full IJB;

and formal decisions made under the delegated arrangements have been circulated to the IJB and are included in the report at appendix 1. The Chief Officer also has weekly contact with the Chair and Vice Chair of the IJB; there have been discussions on consideration of reports to be presented to the IJB; and the IJB had a development session on 3<sup>rd</sup> June.

Officers sought comment on the effectiveness of the temporary governance arrangements and advised that it is proposed that these arrangements be formally extended for a further six weeks.

Officers also advised of proposals to test a new model of engagement with the IJB, through the use of the review of the Participation and Engagement Strategy and the Communications Strategy. The proposed methods of engagement would be to use virtual opportunities and seek comments. Officers will report back on the effectiveness of the approach; and this may also present an opportunity to establish if this is a method of engagement that the IJB would wish to take forward in the future for other areas of business that do not require formal decision making. This will also support the reduction of the agenda of the IJB, which has been raised by members previously.

Members welcomed the report and queried who would be involved in the six week review; and also stated that normal business should resume following the six week period. There is a requirement for openness and transparency. Members highlighted that some other IJBs are returning to normal business and standing up their committees.

Officers advised that those involved in the review was set out at section 4.4 of the report; and this would be the Chief Officer, Chief Officer Finance and Resources; and the Chair and Vice Chair of the IJB. It was suggested that this also include the Chair and Vice Chair of the IJB Finance, Audit and Scrutiny Committee; although noted that there is currently a vacancy for the Vice Chair, which is expected to be filled by the end of June. Members agreed with this proposal and that the report be updated at section 4.4.

**Susanne  
Millar**

Officers set out the context for the proposed arrangements and provided reassurance to the IJB that these are to respond to the extension of emergency legislation and working within this context.

Members commented on those involved in the review making the decision on the outcome. It was agreed that the temporary arrangements will be reported back to the IJB in September, following the review, and also the test of engagement arrangements, for consultation with the IJB.

**Susanne  
Millar**

Members also requested that the IJB Risk Register is shared. Officers confirmed that this had been raised by Cllr Morgan under the pre agenda questions; and the IJB Risk Register will be circulated to members in the next two weeks.

**Allison  
Eccles**

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

- a) noted the update on contextual considerations provided at section 3 of this report;**
- b) commented on the effectiveness of temporary governance arrangements (4.2);**

- c) approved extension of the current temporary governance arrangements and formal review of these arrangements in six weeks (4.4); and
- d) noted the decisions taken to date over the period of temporary governance arrangements as appended to this report.

## 8. ANNUAL GOVERNANCE STATEMENT 2019/20

Duncan Black presented a report to the Integration Joint Board the Annual Governance Statement for the Glasgow City Integration Joint Board for 2019/20.

Officers advised that this is the proposed draft of the Annual Governance Statement, and is a requirement of legislation. If this is approved by the IJB, it will then be included in the Unaudited Annual Accounts; which are then subject to external audit.

Officers referred to the sections of the report outlining the governance framework in place; the key elements and key documents; compliance with roles; and management's view of arrangements; which was informed by working with the management team and audit and external agencies.

Officers highlighted that the self-assessment governance questionnaire was partially completed due to Covid-19. The questions are very similar to previous years; and officers are not aware of any significant changes, therefore no concerns are noted.

Officers also advised that the statement reports on any concerns from the Council and Health Board; there are no concerns reported for the Council; and final confirmation is awaited from the Health Board.

In relation to the Internal Audit Plan, there will be specific work undertaken in 2020/21 in response to Covid-19.

Mark White advised that the Health Board have received the draft reports but have not had an opportunity to respond due to Covid-19 pressures; officers will respond soon to enable this to be finalised.

### **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.

## 9. OUTTURN REPORT 2019/20

Sharon Wearing presented a report to provide a high level overview of the Integration Joint Board's draft outturn position for 2019/20, 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 2020.

Officers reported that the table at section 2.2 laid out the significant budget changes since Month 10/ Period 11 onwards. The IJB and the Health Board are required to agree a figure for set aside; and this is then included in the accounts. The set-aside figure for 2019/20 is based on a more detailed approach and

actual expenditure; the figure is £216m, which is significantly higher than the 2018/19 figure of £129m.

Section 3 of the report outlines the Reserves Policy. During 2019-20, £16.256m of IJB Reserves has been drawn down to match the commitments for which they were earmarked. The outturn position shows the final position for underspend which is £14.279m. It is proposed that £3m is earmarked to enable the IJB to manage risks with prescribing going forward. Officers stated that the biggest impact for prescribing is Brexit; and also highlighted that there had been a 20% increase in prescribing costs in March 2020 due to Covid-19. It is then proposed that the remaining £7.9m is used toward the £8.5m commitment for the Maximising Independence Programme, approved in December 2019, with the £0.7m deficit moved from general reserves.

Officers highlighted that there has been additional spend in 2019/20 due to Covid-19. The Scottish Government have provided an interim payment of just over £5m; and it is expected that they will cover additional costs.

Members sought reassurance that officers will monitor the costs associated with Covid-19 to ensure that these are recovered by the Scottish Government; and also to allow funding to be secured for changes made to pathways, to allow the workforce to continue. For example, the assessment centres.

Officers confirmed that the detail within the Outturn Report related to last year and not the current year. Members were reassured that all costs associated with Covid-19 to date are included in the Mobilisation Plan, which is submitted to the Health Board for submission to the Scottish Government. Officers advised that some of the costs are significant and are expected to exceed the interim payment to date. The costs will be captured for the assessment centres; and in the longer-term officers will establish what arrangements will be and look at models going forward as part of the transformation programme.

Officers also confirmed that there was agreement that all costs in the HSCP totality would be submitted as part of the Health Board mobilisation plans; and that this is separate from the costs submitted by the Council. The interim payment recognised some of the cash flow challenges; and officers will also monitor provider sustainability.

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

- a) noted the contents of this report;**
- b) approved the transfer to earmarked reserves of £14.279m as outlined in section 5; and**
- c) approved the transfer of £0.701m to earmarked reserves from general reserves to support the maximising independence programme.**

## **10. UNAUDITED ANNUAL ACCOUNTS**

Sharon Wearing presented to the IJB the Unaudited Annual Accounts for the year ended 31 March 2020.

Officers highlighted at Section 2 of the report the remit delegated to the IJB Finance, Audit and Scrutiny Committee by the IJB; however, as the Committee

is not currently meeting, as the IJB is under temporary governance arrangements, it is proposed that the remit is delegated back to the IJB until the Committee reconvenes.

Officers advised that the Unaudited Annual Accounts should be submitted to the external Auditors by 30<sup>th</sup> June; and although there is opportunity to extend the deadline due to Covid-19, this will not be enacted. The audited accounts must be published no later than 30<sup>th</sup> November 2020. Audit Scotland have indicated they may not be able to deliver for the original deadline for the audited accounts to be presented to the IJB in September, due to Covid-19 and pre work not able to be undertaken. It is therefore proposed that these are presented in November; and the IJB scheduled for December be rearranged to 25<sup>th</sup> November to accommodate this and meet the publication deadline.

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

- a) approved the delegation of the remits outlined in section 2.1. to be returned from IJB Finance, Audit and Scrutiny to the IJB until this committee is able to be re-instated;**
- b) noted the IJB's Unaudited Annual Accounts;**
- c) approved the submission of the Unaudited Annual Accounts to Audit Scotland;**
- d) noted the timetable for the sign-off the Annual Accounts in Appendix 1; and**
- e) agreed to the IJB planned for the 2 December being re-organised to November to meet the revised audit timescales.**

## **11. SUPPORT TO OLDER PEOPLE CARE HOMES**

Susanne Millar presented a report to advise the Integration Joint Board of the actions taken by Glasgow City HSCP to support Care Homes in Glasgow City during the COVID19 pandemic.

Officers advised that it was important to present a report to the IJB due to the pressures on care homes and in particular older people within nursing and residential care homes are the most vulnerable of the older people population. National Records of Scotland publish the most reliable data and have reported that 42.5% of cumulative registered Covid-19 deaths for Glasgow City were residents in care homes.

There are five HSCP Care Homes in Glasgow, which the HSCP has direct operational responsibility for; and there are 64 independent sector nursing and residential care homes. As Covid-19 developed, operational arrangements changed due to the experience; and there were daily updates in relation to guidance and how to update safely, to ensure staff and residents were as safe as possible. Officers highlighted that the high number and speed of changes in guidance was difficult to manage.

Section 3 of the report outlined the support to care homes; with digital methods used due to being unable to provide face to face support. Virtual webinars took place to provide support to staff on palliative care and emotional well-being. Officers expressed thanks to Johnathan Best and his team for their input, including, Senior Consultants from GRI and Palliative Care Consultants. Officers

also thanked Mark White and his team for the support for PPE. Additional support was also provided to care homes, through a liaison service and enhanced ANP support 7 days per week.

At the beginning of April a HSCP Tactical Group was established across the six Partnerships to ensure a coordinated and consistent approach to care homes. Public Health also have particular responsibilities. On the 17th May 2020 the Government issued new guidance around support and governance of care homes; and by 21<sup>st</sup> May an enhanced governance structure had been established in response, agreed by the six Partnership Chief Officers, six Local Authority Chief Executives; and the Chief Executive of NHS GGC. This provided collaborative and collective working; and robust and reflective governance arrangements to respond to Scottish Government requests.

Officers reported on testing arrangements, advising that there is daily contact with care homes; and a weekly huddle takes place to set out the weekly testing schedule. A red, amber and green system is used to identify where we need to focus; and this is cross referenced with the Care Inspectorate, Public Health, Nursing Director, Providers. Significant guidance has been issued in relation to testing and the requirements; as set out at section 3.8. All five HSCP care homes are currently Covid-19 free.

Officers acknowledged the social impact of Covid-19; and a set of National Principles have been agreed, with sustainability payments for providers being extended until the end of June, and will then be reviewed.

Officers are acutely aware of the pressure on families of those residents in care homes, which is unimaginable; and do not underestimate the impact this has had on families. Officers highlighted the strong working relationships across the HSCP. Frontline staff have done an extraordinary job whilst under extreme and unprecedented pressure; and have provided person centred and compassionate care to residents.

In terms of recovery planning, this will be within an ongoing situation, with residents remaining very vulnerable and a specific risk. There is a requirement to operate services and manage that risk. Care homes will not return to business as usual for some time.

The IJB welcomed the report and raised the following:

- Members thanked staff for their tremendous work during this unprecedented time, and keeping the number of deaths to a minimum.
- Members questioned what involvement the HSCP had in the decision to discharge people from hospital to care homes with no testing; it is regrettable that lives were lost and that health professional had not predicted that the elderly population should not be discharged without being tested.

Officers stated that the decision was taken with the best knowledge we had at that time; and supported the discharge of patients who did not require hospital care. A number of residents became ill in our care homes; and were then discharged back to care homes, which is their home, to recover. Officers held a strong view that people should return to their home to recover, and also acknowledged that there are ongoing risks to remaining in

hospital. There will be learning from both a medical and policy perspective. There were residents admitted to care homes from both hospitals and the community; and one care home who had admitted residents has had no cases of Covid-19. There is a lot unknown about the virus and transmission. Officers acted on what they thought was in the best interest of people, based on the information they had at that time. Any resident discharged from hospital were isolated for 14 days and Health Protection Scotland guidance was followed, in relation to PPE.

Jonathan Best added that guidance changed and was updated on a daily basis; and this was implemented immediately as new aspects were learned about the disease. Things changed very rapidly; and all safe guards were implemented following national guidance. There will be lessons learned and decisions explained in any future inquiry. The Health Sector has been committed to working with IJB's to deal with the pandemic.

- Members stressed the importance of the requirement of both national and local reviews to be undertaken.
- Members queried the accuracy of testing and if there were any doubts regarding testing. Also requested that performance against requirements is reported to the IJB. It was agreed that officers will provide a more detailed report on the effectiveness of testing and performance at a future meeting.
- Members referred to the Ministerial direction from the Cabinet Secretary to the NHS Chief Executive and queried what this meant in terms of governance.

Officers reported that there are still some ongoing discussion and questions have been raised by the Chief Officers and Care Inspectorate, but there is no further clarity beyond the Ministerial Direction. GG&C have taken a collective and collaborative approach. It was acknowledged that there will be a need for clarity on governance.

- The Independent Sector Representative referred to the number of overall Covid-19 deaths of 42.5% being in care homes; stating that every death is a tragedy. Also highlighted the emotional impact on residents, especially those with dementia, who are required to isolate; and also the families who cannot visit. This is distressing.
- Positive feedback has been received from the Independent Sector about the level of collaboration and contact with the HSCP, which is welcomed. The Independent Sector Representative stressed that we are in this together; and a letter from the IJB to care homes showing our appreciation would be welcomed.

Officers stated that lessons learned will be reviewed and collaborative learning will take place with colleagues from the Health Board, Care Inspectorate and Scottish Care.

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

#### **a) noted the contents of this report.**

**Susanne  
Millar**



## 12. GLASGOW CITY HSCP RECOVERY STRATEGY

Susanne Millar delivered a presentation to outline the recovery approach being taken by Glasgow City HSCP in response to the Covid-19 pandemic. The Recovery Strategy underpinning activity to re-start health and social care services in the City was issued to members and sets the strategic context.

Officers provided the background to the strategy, advising that the HSCP Business Continuity Plans were activated in March; strategic and tactical response groups were established for the HSCP, NHS and Council; IJB temporary decision making arrangements were put in place; and regular communications were issued to staff, patients, service users and carers, providers, the IJB; and elected members. Positive feedback has been received from the communications.

The response to recovery was outlined, which was informed by the Scottish Government's framework, route map and mobilisation plans. The HSCP plans were reviewed on a regular basis, as new and different challenges presented. A HSCP Local Resilience Management Team was established and has since moved to the Operational Recovery Group, which approves the restarting of services. This is aligned with other work, to ensure that there are no unintended consequences. No permeant changes will be made to services though this group; as there is a need to ensure that there is due process and governance.

The recovery structures were outlined and the connections from the HSCP into NHS, Council and the other HSCP structures. The Recovery Strategy is aligned to the Strategic Plan and priorities. Section 2 of the Strategy looks at the principles; and there is a desire to have a balance between operative and management imperatives. There will be a phased approach to recovery too and this will take cognisance of Scottish Government phasing; and allow flexibility if there is a need to step back services.

Officers also stated that there will be a requirement to understand key changes, future service models, risks and opportunities and dependencies; and focusing on maximising opportunities. Partnership working is key in moving forward.

Members welcomed the presentation and Jonathan Best thanked officers and for their support in working with colleagues.

Members questioned how engagement and communication would continue with the IJB, to ensure their involvement in planning and decision making. It was agreed that the Chair and Vice Chair will discuss this with the Chief Officer and report back to members.

**Susanne  
Millar**

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

- a) noted the contents of this report; and**
- b) noted the Covid-19 Recovery Plan attached at Appendix 1.**

**13. NORTH EAST HEALTH AND SOCIAL CARE HUB**

Sharon Wearing presented a report on the content of the Outline Business Case and approval of funding for the HSCP contribution of costs for the North East Health and progression of the OBC to the Scottish Government's Capital Investment Group.

Officers advised that members had previously been circulated the version approved under delegated authority on 13<sup>th</sup> May 2020. Stage 1 submission has been submitted to the Scottish Government and the Outline Business Case is due to be presented to the Scottish Government's Capital Investment Group in July.

Officers reported that there has been an increase in costs to that presented in the Initial Agreement, due to the developments outlined at section 2.2 of the report. These are the inclusion of Eastbank Health promotion Centre, Parkhead library, an additional GP practice, additional space to support multi-disciplinary team working in GP practices; requirement to meet Gold Standard for sustainability/carbon reduction; some abnormal costs associated with site selection; and the addition of an 8% allowance for Optimum Bias to reflect uncertainty around non-project risks including Brexit and Covid-19.

Members welcomed the report and questioned if the plans allow for future expansion to the building; and also questioned if there were proposals for the vacant library building once this relocates to the hub. Also sought clarity on why there was a change of architect.

Officers advised that the detailed additions are set out and incorporated in to the design; this allow for a community aspect; and the building design does allow additional extension if required. The building provides a more reflective area of working. It will also include acute services; welfare rights, DWP and MacMillan services. Glasgow City Council are exploring arrangements for the use of the existing library and what proposals may be. The change of architect was due to the formal process and the successful architect being awarded the contract.

**The Integration Joint Board:**

- a) noted the contents of this report;
- b) noted the contents of the Outline Business Case;
- c) noted the approval of the additional funding of £630,000 required to meet the recurring revenue costs of the project and build in to future year financial plans; and
- d) noted the progression of the OBC to the Scottish Government's Capital Investment Group.

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

- a) noted this report.

**15. GLASGOW CITY IJB - MEETING SCHEDULE 2021**

The IJB noted the Glasgow City IJB meeting schedule for 2021.

**16. NEXT MEETING**

The next meeting was noted as Wednesday, 23<sup>rd</sup> September 2020 at 9.30am.

The meeting ended at approximately 11.30am.