

Glasgow City Integration Joint Board

IJB(M)2021-03

Minutes of a virtual meeting held
at 9.30am on Wednesday, 5th May 2021

Present:

Voting Members

Susan Brimelow	NHSGG&C Board Member
Simon Carr	NHSGG&C Board Member (Chair)
Bailie Annette Christie	Councillor, Glasgow City Council
Cllr Mhairi Hunter	Councillor, Glasgow City Council (Vice Chair)
Amina Khan	NHSGG&C Board Member
Cllr Jennifer Layden	Councillor, Glasgow City Council
John Matthews	NHSGG&C Board Member
Cllr Maggie McTernan	Councillor, Glasgow City Council
Anne Marie Monaghan	NHSGG&C Board Member
Cllr Jane Morgan	Councillor, Glasgow City Council
Rona Sweeney	NHSGG&C Board Member
Flavia Tudoreanu	NHSGG&C Board Member
Charles Vincent	NHSGG&C Board Member
Cllr Martha Wardrop	Councillor, Glasgow City Council

Non-Voting Members

Jonathan Best	Chief Operating Officer, NHSGG&C
Gary Dover	Assistant Chief Officer, Primary Care & Early Intervention
Dr Julia Egan	Chief Nurse
Jacqueline Kerr	Assistant Chief Officer, Adult Services / Interim Chief Social Work Officer
Mags McCarthy	Staff Side Representative (NHS)
Stephen McGowan	Group Manager, Housing and Regeneration, Neighbourhoods, Regeneration and Sustainability, GCC (Substitute for Patrick Flynn)
Peter Millar	Independent Sector Representative
Susanne Millar	Chief Officer
Dr John O'Dowd	Clinical Director
Chris Sermanni	Staff Side Representative (GCC)
Shona Stephen	Third Sector Representative
Sharon Wearing	Chief Officer, Finance and Resources

In Attendance:

Steven Blair	Principal Officer, Business Development
Mike Burns	Assistant Chief Officer, Children's Services
Jim Charlton	Business Development Manager
Allison Eccles	Head of Business Development / Standards Officer
Julie Kirkland	Senior Officer (Governance Support)
Claire Maclachlan	Governance Support Officer (Minutes)
Pat Togher	Assistant Chief Officer, Public Protection & Complex Needs

Apologies:

Bailie Ade Aibinu	Councillor, Glasgow City Council
Patrick Flynn	Head of Housing Regeneration Services, Neighbourhoods, Regeneration and Sustainability, GCC

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Cllr Elspeth Kerr
Ann Souter

Councillor, Glasgow City Council
Health Service User Representative

Actions

1. Declarations of Interest

The following declarations were raised.

Peter Millar – Item 8, National Care Home Contract Settlement 2021/22; Item 10, Rapid Rehousing Transition Plan Update; Item 15, Scottish Living Wage Settlement 2021/22

Cllr Jane Morgan – Item 7, Scottish Government Funding for Improved Mental Health Services and Supports for Children and Young People

Shona Stephen – Item 10, Rapid Rehousing Transition Plan Update

2. Apologies for Absence

Apologies for absence were noted as above.

3. Minutes

The minutes of 24th March 2021 were approved as an accurate record with the following amendment.

Under attendance, Margaret McCarthy to be recorded as attending part of meeting only.

4. Matters Arising

There were no matters arising.

5. Integration Joint Board Rolling Action List

Allison Eccles presented the IJB Rolling Action List advising there were four open actions which are ongoing.

Ref No 39 – Set-aside budget – Officers confirmed this is linked to the Commissioning Plan.

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

Ref No 60 – Short Life Working Group on Performance – Officers advised an update will be provided at a future IJB meeting.

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Ref No 61 – Scottish Government Funding for Improved Mental Health Services and Support for Children and Young People – Officers confirmed Councillor Mhairi Hunter has written to Scottish Government regarding this action and is awaiting a response.

6. Chief Officer Update

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

As at 3rd May 2021, Glasgow City cases per 100k were 29.69; Greater Glasgow and Clyde was 26.79. The dissemination rate in Glasgow City is 0.74.

Officers noted, in general terms, the analysis from the Director of Public Health is there is a continuous decrease in the number of cases within Glasgow City and across Greater Glasgow and Clyde.

In terms of the HSCP care homes and the wider care home sector in Glasgow City, there are currently no outbreaks which has allowed the reopening of care home visitations. There is a much more nuanced response to continue to mitigate risk which has allowed care home visitations to continue.

With regards to outbreaks in the Mental Health estate, there was a recent outbreak in the Balmore Ward, however this reopened on 30th April 2021. There is a similar position in the Mental Health Inpatient wards in relation to mitigating risks to allow visits to take place.

Risk Assessments have been undertaken in all HSCP buildings and staff must continue to wear masks, follow the social distancing guidelines and adhere to restrictions regarding numbers within buildings. There have been individualised risk assessments for staff who have been shielding, with staff returning to work on a phased and planned basis.

The Vaccination Programme is going well.

A Lessons Learned development session has taken place to reflect on the experience and to plan for the next 2-3 years. Whilst the situation has stabilised there is still uncertainty about operating in an ongoing COVID environment.

The Autumn will bring another challenge regarding the COVID and flu vaccination programme and the normal winter pressures.

Officers highlighted that staff are being encouraged to have some respite, rest, and reflection in preparation for the challenges ahead moving into Winter.

Members expressed optimism with the stabilising position and asked for more detail on the staff vaccination programme and whether there was an indication of the numbers of staff that have been vaccinated.

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Officers advised the programme is going exceptionally well and exact numbers can be circulated to members.

Officers

Members asked if the concerns for Autumn are related to the top-up COVID vaccinations as well as flu vaccines, or do they relate to another wave.

Officers advised that it is highly likely there will be a need for a booster COVID-19 vaccination and the flu vaccination has been extended in terms of reach. There is also a potential for further variants of COVID-19.

Discussions are also underway around children's health and children's respiratory health and there is a clinical view there may be higher numbers of children with respiratory issues due to lockdown and non-mixing of children.

Members questioned if Community Assessment Centres (CACs) are still receiving support from the Scottish Government.

Officers advised there is still Government support for this through local mobilisation plans and the national group continues to meet which GCHSCP is part of. There is still uncertainty about what CACs will look like going forward. Officers advised there is a steady flow of patients through the Community Assessment Centres, and significant numbers being referred are children, particularly under the age of 5.

Officers advised that standing down a COVID-19 community pathway will have risks attached to it.

Representations have been made to Public Health Scotland for modelling on the impact of COVID-19 in the community to assist with planning.

Members questioned how Lessons Learned exercises are being carried out across the rest of the system and how this is being joined up.

Officers advised that the business continuity framework is used with a similar exercise taking place in the Health Board, Glasgow City Council and other partnerships. The HSCP will contribute to the wider lessons learned exercise but the detail is not known at this point.

The Chief Operating Officer for GG&C NHS Board advised that a Lessons Learned exercise took place in Acute, linked to business continuity plans, and confirmed there is a National template with set questions that must be completed. The Partnership Tactical Group and Acute Tactical Group will bring these together at a future date at Board level.

Members asked for further clarity around children's health and respiratory issues and whether there has been any partnership work with nurseries in relation to this.

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Officers confirmed the HSCP work with Education Services on a regular basis and are starting to have these conversations.

Members questioned if there is sharing of information to inform risk assessments. Officers confirmed that the risk is not being seen at this point but there are concerns clinically that children will be more susceptible to respiratory illness later in the year so it is a risk that may come. It was agreed that partnership working with Education will be important.

7. Scottish Government Funding for Improved Mental Health Services and Supports for Children and Young People

Mike Burns presented a report which advises the Integration Joint Board of the plan for the new investment for children and young people with respect to their mental health, and to seek the IJB's approval for the plan for the Scottish Government's additional mental health support funding and endorse the proposed investment in services outlined.

Members asked if the EQIA has been completed, and whether this had any influence on the spending proposals. Clarity was also sought on how the impact of the spending will be measured.

Officers advised the EQIA has not yet been completed however the money has been invested in looking at individuals with particular characteristics to allow them to access mental health services across the community.

Discussions are ongoing with the Scottish Government regarding impact and looking for a very direct correlation between the investment and the impact of that on the community. The scale and complexity in Glasgow needs to be considered in this.

The external Government scrutiny will look at issues regarding waiting list reductions and it needs to be clear where the HSCP are securing better outcomes for children

A meeting has been arranged with the Divisional Director in the Scottish Government to discuss how all the funding is integrated and how it effectively impacts on the step change in relation to children.

The Chair highlighted that discussions around impact and outcomes are taking place in the Short Life Working Group (SLWG) on Performance and it is a complicated area.

The Chief Officer advised that the HSCP are trying to influence national discussions and a coherent national framework would be helpful. It is an area of focus for the HSCP, but the challenges are acknowledged. The work of the SLWG may be helpful in influencing the national work.

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Members asked for clarity on the rationale for the proposals for spend outlined in the report and assurance that the decisions have been made with some oversight on the choices for spend.

Officers confirmed there is oversight through the senior management structures in the HSCP and the Children's Services Executive Group which includes Education, Police Scotland, Glasgow Life and others. The proposals are based on professional assessment of what will have the most impact.

Officers will consider how this is presented in future reports to provide assurance to the IJB around governance structures.

Members highlighted the non-recurring nature of the funding and requested assurance that planning is underway for when this funding comes to an end. Concerns were noted on the impact this may have on future work.

Officers advised there is long standing dialogue with the Scottish Government and COSLA around this and the Chief Finance Officer has sought clarification on funding moving forward.

Members questioned if some of the unallocated money could go towards preventative measures for young children and adolescents that may not have mental health issues now. It was highlighted that some initiatives are already in place in communities which offer counselling services to young people which might benefit from additional finding.

Officers noted there is a need to connect the whole system, which will include supporting the messaging to parents and families in relation to working through some issues before there is an escalation to services.

Officers noted they will look at the initiatives that are currently in place in the city.

Members asked for clarify on workforce planning and whether staff are available for the new posts without taking resource from elsewhere.

Officers advised they are trying to be thoughtful to bring additionality to increase capacity and reduction pressure.

Members questioned if there are any plans to spend any of the funding on CAMHs and what impact this will have on the waiting lists.

Officers advised there has been additional investment into CAMHs. Specialist children's services has transitioned into the HSCP and regular meetings are taking place with the Strategic Head of Service and Clinical Directors and there continues to be a spotlight on the waiting lists. There is also work ongoing to take a more holistic approach to preventative spend.

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Members asked for more detail on the benefits to carers and how Officers will determine what difference the proposals have made to the young person they are supporting.

Officers updated on recent work around neuro developmental pathways which has involved good engagement with carers around early support to identify a clear pathway to support whilst waiting for diagnosis.

The Integration Joint Board:

- a) noted the contents of the report;
- b) approved the plan for the funding to address the mental health impact of the pandemic on children, young people and their families (as detailed in Table 1) and the plan to develop and expand community mental health and wellbeing supports (as detailed in Table 2);
- c) seek a further report when the remaining funding is allocated;
- d) noted the need to report to Scottish Government at prescribed time intervals; and
- e) seek a further progress report to the IJB in March 2022, ensuring that the views of young people are incorporated, and the outcomes evidenced.

8. National Care Home Contract Settlement 2021/22

Sharon Wearing presented report to update the Integration Joint Board and seek approval to apply a one-year National Care Home Contract (NCHC) settlement for 2021/22 and the commitments within the contract in relation to the Living Wage and the proposed increases on our other commissioned services.

The Integration Joint Board:

- a) noted the increased rates from 12 April 2021 as outlined in Appendix 1;
- b) agreed to apply the interim NCHC uplift to commissioned services attached in Appendix 1;
- c) agreed to allocate £2.662m to pay for the care home fees uplift and Living Wage settlement;
- d) instructed the council to vary the contracts with providers in line with the conditions at 4.2; and
- e) noted that a further update may be required once the Agenda for Change negotiations are concluded.

9. Justice Social Work Recovery Planning Proposals

Pat Togher presented report which updates the Integration Joint Board on the additional Scottish Government grant award received by justice social work to support COVID-19 recovery work, and to seek approval for the proposed spend as detailed in the report.

Officers highlighted the short timeframes, having received the notification of funding on 29th March 2021, with the condition that the grant must be spent within the financial year 2021-22 and cannot be carried forward into 2022-23. As the money is non-recurring, any recruitment will be of a temporary nature.

Members questioned the availability of staff and whether there will be difficulties in filling posts that are time limited.

Officers advised that it will be a challenge however consideration has been given to how these posts will be advertised and recruited to. The posts will be advertised as permanent posts with a temporary location, with an indication where they will go post funding. Officers confirmed there are no issues with recruiting QSWs who want to work in Glasgow

Members questioned if there will be implications internally with regards to the recruitment if staff move from other parts of the service.

Officers advised they are mindful of this and don't want to create pressure points elsewhere in the system.

The Integration Joint Board:

- a) **noted the proposal outlined in this report;**
- b) **approved the proposed spend in principle and acknowledged risk associated with short term funding; and**
- c) **recommended a further report to the IJB seeking approval on proposed plans for remaining balance.**

10. Rapid Rehousing Transition Plan Update

Pat Togher presented the report to update the Integration Joint Board on progress with the implementation of Glasgow City HSCP Homelessness Services Rapid Rehousing Transition Plan (RRTP). The report highlights the response of the HSCP's Homelessness Services and partners response to the public health emergency.

Members highlighted the individuals who have commenced treatment and care, many of whom are younger people not previously known to the service and questioned whether work is underway to consider that new segment of people.

Officers advised that a whole team was remobilised to support front line activity in the city centre and the increase in young people accessing the service is a positive by-product of the mobilisation of that team to outreach work in the city centre and hotels. This generated more awareness with this particular population who didn't recognise themselves as needing a service. This has led Officers to reflect on the housing needs of young people and to reconfigure the Housing First approach to address the housing needs of young people under the age of 25. This is an area of work that will continue to grow to ensure they are provided with supported accommodation going forward.

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Members questioned if there are performance indicators with regards to those people that have moved out of hotels into more stable housing and if there is data around how long people spend in these housing arrangements.

Officers confirmed performance is monitored regarding the moving on of the hotel population and weekly reports are received. The reduction in time spent in temporary accommodation is an overall objective of the RRTP however the progress in moving people from bed and breakfast arrangements was stalled due to COVID-19. Officers highlighted the progress in recovery and the positive direction in moving people out of hotels. Housing Associations have given a commitment to allocate 60% of their stock for homeless people.

Members highlighted the commitment from RSLs and that matched letting has been positive in allowing people to be rehoused quickly however questioned if the Unsuitable Accommodation Order could deter this and whether RSLs will be providing more temporary accommodation alongside the private accommodation commissioned.

Officers advised that matched letting has been very well received. The Unsuitable Accommodation Order will be a considerable challenge which the Scottish Government has acknowledged, and the implementation has been delayed. The HSCP remains confident however in fulfilling the objectives of the RRTP.

Members asked for an update on recruitment in homelessness services and how this is progressing.

Officers noted during recent staff engagement sessions, front line staff have noticed the investment coming through into recruitment and this investment has continued during the pandemic. Officers confirmed they will continue to recruit as and when required and case holding capacity is looking more positive.

Members questioned the figures in relation to requests for advice and assistance under homelessness legislation which is around 9,000 however there have been over 13,000 offers of emergency accommodation during this period.

Officers advised the offers of emergency accommodation can be duplicate, particularly for people with complex needs who may present seeking emergency accommodation a number of times.

Members asked if there will be more resource put back into Enhanced Housing Options or will there be something additional developed.

Officers advised there is a requirement to take stock on this in relation to the alignment with poverty mitigation and sustainment of tenancies.

Members noted interest in Housing First for young people and highlighted that there is a long-standing Housing First project for young people which is already well developed.

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Officers confirmed they want to take full advantage of how effective Housing First has been for adults and a number of young people have already been supported through this who are under 25. Officers are reviewing what has worked well and what can be improved, and discussions are taking place with Children's Services around children with care experience and the complexity of need moving forward. The role of the Third and Independent Sector will also be looked at and what experience can be drawn on to take a refreshed look at a Glasgow specific model.

The Third Sector rep confirmed she would be happy to be part of ongoing conversations around this and to support the development of the model.

Members praised the work carried out in homelessness during the pandemic but queried how the focus will remain once the pandemic eases.

An update on the Glasgow Alliance to End Homelessness was also requested.

Officers advised that homelessness and the focus on the RRTP is more visible and they won't lose momentum on this. It is acknowledged that increased partnership working with Housing Associations, the Police and Third Sector is required to make improvements. The Chief Officer advised that the experience of the pandemic has highlighted the aspiration to end rough sleeping and homelessness in the city and gave assurance that there is renewed vigour and a sense of how that can be achieved.

Officers advised with regards to the Alliance, that this was hampered last year due to the pandemic. The Alliance have now appointed a Director and there is a meeting organised to discuss key priority areas. Fortnightly leadership discussions take place with the Alliance.

Officers suggested a report on the Alliance is presented to a future IJB which sets out where the Alliance would like to be in the next 12 months.

Officers

The Chief Officer highlighted that she is keen to explore the applicability of shifting the balance of power to the third and independent sector across other parts of the business.

Members requested a timescale on when an update on RRTP will be brought back to the IJB.

Officers advised that there is annual commitment to report formally to the IJB on the RRTP but there is also an interim commitment to update on performance at the IJB Finance, Audit and Scrutiny Committee. Officers suggested they can come back in 3-6 months to the IJB with more information regarding impact.

Members questioned the increased demand over the last year, which may stretch into the medium term, and what impact that would have on the wider demands for affordable housing more generally.

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Officers advised that they would welcome discussions on affordable housing going forward. There is confidence regarding capacity planning and projections and the relationship with local letting communities is working well. The matter of choice and where people want to live will remain a challenge and the relationships with the RSLs is extremely positive.

The Vice Chair noted her appreciation for the work that has been done over the past year and highlighted comments from the Chief Executive of Crisis that Glasgow had the best response to COVID-19 across the UK in this area.

The Integration Joint Board:

- a) **noted and considered the impact of the public health emergency on the delivery of Homelessness Services within the City;**
- b) **noted and considered the realignment of RRTP activity to reflect the impact of the public health emergency;**
- c) **noted the outcome of the SHR's inspection into access to temporary accommodation and agreed the HSCPs implementation plan which reflects the 4 recommendations made by the regulator (Appendix 1);**
- d) **noted the temporary nature of the funding linked to RRTP and Housing First and noted that discussions will continue with the Scottish Government in relation to funding; and**
- e) **requested the Chief Officer provide an update report to the IJB on the continued delivery of RRTP objectives in light of the publication of the Scottish Government's Review of Prevention Activity.**

11. Review of Strategic Plan

Susanne Millar presented a report to update the Integration Joint Board on the approach to reviewing the Strategic Commissioning Plan for Glasgow City IJB and to seek approval for extending the current Strategic Plan 2019-22 for a further 12 months.

Officers highlighted there was a good discussion at the IJB Development Session on Wednesday 21st April 2021 and the strong message from this was that an extension gives the best opportunity to have more inclusive engagement.

Members agreed with the extension but noted the final draft of the plan will be presented to the IJB in March 2023 for approval and questioned if this should be presented sooner.

Officers advised the IJB Members will be included in the engagement and ongoing discussions, and there will be opportunities to raise questions in advance of the final draft being presented.

The Chair agreed to have a discussion with the Vice Chair and Chief Officer with regards to the timescales for the draft plan coming back to the IJB.

Chair

The Integration Joint Board:

- a) approved the proposal to extend the current Strategic Plan for a period of 12 months from March 2022, following consultation with the Strategic Planning Groups; and
- b) approved the approach to engagement outlined in Section 4, including the proposal to co-produce an engagement plan and delegate responsibility where possible to external partners to carry out engagement activity.

12. New IJB Complaints Procedure

Jim Charlton presented a report to seek approval of the Integration Joint Board to submit to Scottish Public Services Ombudsman (SPSO) a new complaints procedure for approval by that body.

Officers highlighted the announcement by SPSO in 2020 that the model Complaints Handling Procedure (CHP) for IJBs was to be withdrawn and IJBs were to be directed to implement, by 1st April 2021, a new CHP based upon the model for 'Scottish Government, Scottish Parliament and Associated Public Bodies'. The proposed new complaints handling procedure for the IJB is included with the report and contains five separate parts. Officers reported that since implementation of a complaints procedure there has been only one single complaint submitted by a member of the public that was properly about the functions of the IJB, rather than some aspect of the delivery of services by the HSCP.

Officers highlighted that large parts of the new model are not applicable to the function and role of an IJB therefore some wording has been amended in the draft documents. If the IJB approve this draft, then it will require to be submitted to SPSO for approval of the changes.

As the Scottish Government have responsibility for the legislation that created IJBs, members questioned if they have had any engagement with the Ombudsman regarding the IJB complaints procedure.

Officers advised they are not aware of any consultation with the Scottish Government in advance of the new complaint's procedure being announced

The Chair agreed to take this to the Executive Group of the IJB Chairs and Vice Chairs to relay the comments back to the Scottish Government.

Chair

The Integration Joint Board:

- a) approved the draft IJB complaints procedure for submission to SPSO.

13. Glasgow City IJB Records Management Plan

Allison Eccles presented the Integration Joint Board's Record Management Plan which has been submitted to and approved by the Keeper of the Records of Scotland in line with the requirements of the Public Records (Scotland) Act 2011, and also the Integration Joint Board's approved Privacy Statement in line with the EU General Data Protection Regulations and the UK Data Protection Act 2018.

The Integration Joint Board:

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

14. Inclusion of Integrated Joint Boards as Category 1 Responders under Civil Contingencies Act 2004

Steven Blair presented report to provide the Integration Joint Board with information about the inclusion of IJB's as Category 1 Responders in terms of the Civil Contingencies Act 2004 and an outline of the requirements that this involves.

The Integration Joint Board:

- a) **noted the inclusion of IJBs as Category 1 Responders in terms of the Civil Contingencies Act 2004 (the 2004 Act); the requirements and the arrangements in place and planned to ensure that the IJB meets its requirements under the Act;**
- b) **instructed the Chief Officer, as its Accountable Officer, to carry out on its behalf, all necessary arrangements to discharge the duties on the IJB under the 2004 Act; and**
- c) **instructed the Chief Officer to bring a report, annually, providing assurance on the resilience arrangements in place to discharge the duties on the IJB under the 2004 Act.**

15. Scottish Living Wage Settlement 2021/22

Sharon Wearing presented the report to advise the Integration Joint Board of the Scottish Living Wage Settlement for 2021/22.

The Integration Joint Board:

- a) **noted the report; and**
- b) **noted that the report attached at Appendix 1 was approved under delegated authority in consultation with the Chair and Vice Chair agreeing:**
 - **the Partnership will offer a 2.2% uplift to Provider rates (including sleepover) within Glasgow Purchased Services from 29 March 2021;**
 - **the partnership will apply a 2.2% uplift to Direct Payments from 29 March 2021;**

- **this will be subject to Providers confirming they will pay the Scottish Living Wage;**
- **to note the increase in rates to providers to maintain a sustainable marketplace;**
- **to note that the ability to fund future rate increases will be impacted if funding for the 2021/22 uplift is not provided recurringly in the base line settlement for 2022/23; and**
- **to direct the Council to include the Scottish Living Wage obligations in its financial planning, should the Scottish Government funding cease.**

16. IJB Committees – Update from Chair of Finance, Audit and Scrutiny Committee (meeting of 14 April 2021)

Rona Sweeney provided an update from the IJB Finance, Audit and Scrutiny Committee held on Wednesday 14th April 2021.

The Audit Programme was presented to the Committee and the influence of the Pandemic and the recovery from that was discussed.

The changes to reporting of Serious Adverse Events (SAEs) was highlighted in the Clinical and Professional Quarterly Assurance Statement.

A report was presented on the Healthcare Improvement Scotland (HIS) Inspections of Prison Healthcare Service in HMP Barlinnie and HMP Low Moss which highlighted that formal inspection activity had been curtailed due to the pandemic and replaced with 1-2 day liaison visits.

There was a new report on Health and Safety which will now be presented annually to the Committee.

The minutes will be published on the website and the next meeting is scheduled for Wednesday 9th June 2021.

17. Glasgow City Integration Joint Board – Future Agenda Items

Allison Eccles presented to the Integration Joint Board the future agenda items for the IJB in 2021 for information.

18. Next Meeting

The next meeting will be held at 9.30am on Wednesday 23rd June 2021 via Microsoft Teams.