

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

IJB(M)2020-02

Minutes of a virtual meeting held  
at 9.30am on Wednesday, 25<sup>th</sup> March 2020

**PRESENT:****VOTING MEMBERS**

Simon Carr	NHSGG&C Board Member (Vice Chair)
Bailie Annette Christie	Councillor, Glasgow City Council
Jeanette Donnelly	NHSGG&C Board Member
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
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
Cllr Tanya Wisely	Councillor, Glasgow City Council

**NON-VOTING MEMBERS**

Susanne Millar	Interim Chief Officer
Peter Millar	Independent Sector Representative
Chris Sermanni	Glasgow City Council Staff Side Representative
Shona Stephen	Third Sector Representative
Sharon Wearing	Chief Officer, Finance and Resources

**IN ATTENDANCE:**

Allison Eccles	Head of Business Development
Julie Kirkland	Senior Officer (Governance Support)
Sheena Walker	Governance Support Officer (Minutes)

**APOLOGIES:**

Jonathan Best	Chief Operating Officer, NHSGG&C
Patrick Flynn	Head of Housing & Regeneration Services
Cllr Elspeth Kerr	Councillor, Glasgow City Council
Anne Scott	Social Care User Representative
Dr Michael Smith	Lead Associate Medical Director Mental Health and Addictions
Ann Souter	Health Service User Representative
Mark White	NHSGG&C Board Member

**1. DECLARATION OF INTERESTS**

There were no declarations of interest raised.

**2. APOLOGIES FOR ABSENCE**

Apologies for absence were noted as above.

**3. MINUTES**

The minutes were approved (electronically) as an accurate record.

**4. MATTERS ARISING**

There were no matters arising raised.

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

This item was not discussed.

**6. CHIEF OFFICER UPDATE**

Susanne Millar provided a Chief Officer Update to members on the response to COVID-19. Susanne reported that as this is a continuous, moving picture an update would be issued to IJB members on a Friday; commencing this week.

**Susanne Millar**

Officers advised the IJB of the following:

- Business Continuity Plans had been worked on and were in place.
- Daily conference calls were taking place with officers of client groups and this was then reported to the Health Board and Council Gold Commands.
- There would be two HSCP bases opened within each locality. Hunter Street would also remain open for the vulnerable and homelessness population.
- Homelessness – officers reassured the IJB that measures were in place to support this group; hotel spaces had been purchased to accommodate rough sleepers. There is also a range of flats available if there is a requirement to move to self-isolation.
- No recourse to public funds had been suspended; and people in the destitute centre had been accommodated.
- Following the closure of the Winter Night Shelter; 154 individuals had been accommodated through case work services.
- Officers thanked Councillor Hunter for the support in responding to social media reports.
- A COVID-19 assessment centre hub was established and operational at Barr Street; pathways were in place for symptomatic individuals.

Officers explained of the challenges of public messaging to stay safe and supporting staff who are essential workers. This is an ongoing pressure for the HSCP; and will continue if further lockdown measures are implemented.

Members thanks Susanne for the update and welcomed the briefings that will be issued. It was agreed that an update on non-critical care would also be included in the briefings.

**Susanne Millar**

Following the briefings, if members had any questions these should be submitted to the Glasgow City IJB inbox. Members were asked to keep questions to a minimum as this would be an additional pressure for officers to respond. Only critical queries should be submitted.

Members questioned if there was sufficient supplies of protective personal equipment (PPE) for staff; and if there could be clear communication issued to staff on what PPE they should use and when.

Offices informed the IJB that a group have been established at the Health Board, chaired by Mark White to coordinate a streamlined approach for the issue of PPE. There were representatives from each Partnership and Acute. National issues had been raised with the Scottish Government; and there would be challenges with supply over the coming weeks; officers were working on responding to these pressures.

There was clear guidance issued from Public Health experts on the use of PPE; and for different points of the pandemic. This advice would be adhered to and a summary was being produced for issue to staff groups. The guide would be available in the coming days.

Members requested detail on the position of staff absence within Home Care services. Officers explained that this is reviewed on a daily basis. This position last Thursday was 30%; but there are different rates within different areas of the city. Some areas experienced higher rates than others. In response there had been a move to Priority 1 on Thursday; this was previously enacted during the equal pay dispute. There are two core services that are key – Priority 1 clients and delayed discharges from hospitals.

### **GLASGOW CITY IJB TEMPORARY DECISION MAKING ARRANGEMENTS**

Susanne Millar presented a paper to outline the alternative Integration Joint Board meeting arrangements for the meeting taking place today.

Also to agree that during the course of this Pandemic normal governance arrangements will be suspended, that is, depending on the situation and guidance physical meetings may not take place.

To further agree that 'if required', to meet immediate operational demand, alternative decision making arrangements will be enacted in that the Board will delegate authority to the Interim Chief Officer and the Chief Officer, Finance and Resources in consultation with the Chair and Vice Chair of the IJB and the Chair and Vice Chair of the Finance, Audit and Scrutiny Committee.

Officers advised that all decisions made under delegated authority would be reported to the full meeting of the IJB; the date which would be directed by national and local government. The IJB will receive regular updates through the weekly briefing, as discussed previously and this will include any actions taken.

Members discussed the report and requested that a mechanism is established to record decisions under delegated authority.

**Susanne Millar**

Officers confirmed that this would be in place and reported the IJB. Additional spend related to COVID-19 was also being recorded and this would be presented to the IJB in due course.

Officers also advised that for any decisions made there was a 'back stop' so that previous arrangements would be reverted to. A timeframe could not be set for the temporary arrangements, but there is the reassurance that these would continually be reviewed as the situation develops and enforced legislation is revoked.

Members also discussed proxy arrangements and it was confirmed that the guidelines of the current Standing Orders applied.

The IJB approved the report, subject to two amendments at section 1.3 to include that the arrangements would be kept under review; and that for substitute arrangements, current arrangements would be enacted.

**Allison Eccles**

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

- a) agreed that normal governance arrangements and delegation of authority (as outlined at 1.2 and 1.3 of this report – including amendments to be made as discussed) is enacted 'if required', to meet immediate operational demand during the course of this Pandemic;***

- b) approved an alternative Board meeting arrangement as outlined at section 3 of this report;*
- c) noted regular updates will be provided to members; and*
- d) noted arrangements will be reviewed in line with any advice guidance we receive from the Scottish Government or as informed by our own experience.*

## 7. MAXIMISING INDEPENDENCE IN GLASGOW CITY

This item was not discussed.

## 8. MEDIUM TERM FINANCIAL OUTLOOK 2020-2023

Sharon Wearing outlined the Medium Term Financial Outlook for the Integration Joint Board (IJB) and advised that this has been prepared to support financial planning and delivery of the IJB's Strategic Plan. Officers also explained the detail contained in the appendix.

### *The Integration Joint Board:*

- a) approved the Medium Term Financial Outlook 2020 – 2023 attached to this report at Appendix 1.*

## 9. FINANCIAL ALLOCATIONS AND BUDGETS 2020/2021

Sharon Wearing presented a paper to provide the IJB with a full update on the proposed financial allocations to, and implications for, the IJB Budget in 2020-21.

Officers reported that the Council had not exercised the power to apply an additional 2% savings.

In relation to the Scottish Living Wage for care homes, this had not yet been settled. A report would be presented to a future IJB when this was available. The report would also cover care home fees and demographic pressures.

**Sharon  
Wearing**

The Council Staff Side Representative stated that Unison were opposed to cuts; and pleased that the Council had not exercised the additional 2% saving. The Representative emphasised the need for Home Care services, especially within the current climate; and that funding should continue for the service. This was supported by all IJB members.

### *The Integration Joint Board:*

- a) noted the contents of this report;*
- b) noted and conditionally accept the funding offer from Glasgow City Council, on the basis that funding of Homecare Services is continued to be discussed with Glasgow City Council through the Chair;*
- c) noted and conditionally accepted the indicative funding offer from NHS Greater Glasgow and Clyde for 2020-21, subject to confirmation in April 2020;*
- d) noted that the budget for set aside is still notional and further updates will be provided once final arrangements are put in place for 2020-21;*
- e) agreed to the funding pressures outlined at section 5.2;*
- f) agreed to the savings programme outlined at section 5.4.*
- g) delegated a budget to NHS Greater Glasgow and Clyde of £937,361,000 and direct that this budget is spent in line with the strategic plan of the IJB and the proposals included within this paper at section 5.2 and 5.4; and*

***h) delegated a budget to Glasgow City Council of £441,199,800 and direct that this budget is spent in line with the strategic plan of the IJB and the proposals included within this paper at section 5.2 and 5.4.***

## **10. GLASGOW CITY IJB BUDGET MONITORING REPORT FOR MONTH 10/PERIOD 11**

Sharon Wearing presented a report to outline the financial position of the Glasgow City Integration Joint Board as at 31st January 2020 (Health) and 17th January 2020 (Council), and highlight any areas of budget pressure and actions to mitigate these pressures.

Officers advised that the detail in the report had moved on and that year end differences were being presented; especially within prescribing. There had been a significant shift in the position in March for prescribing; this will be the same for other areas and will be visible going forward.

Members discussed the underspend in recruitment and queried mitigation measures; and also opportunities to upskill the current workforce.

Officers informed members that there is a Workforce Planning Board and a Strategy in place. Officers are working with other Partnerships in Greater Glasgow and Clyde; as well as the Director of HR at the Health Board to bring the workforce together. A recruitment campaign was due to commence, however this had now been placed on hold due to the ongoing recruitment drive to respond to COVID-19.

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

- a) noted the contents of this report;***
- b) approved the budget changes noted in section 3; and***
- c) noted the summary of current Directions (Appendix 2).***

## **11. IJB EQUALITIES MAINSTREAMING REPORT (2020-2024)**

Members welcomed the report, noting that this was a very good paper.

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

- a) approved the progress reported on the 2016-2020 Equalities Mainstreaming Report;***
- b) considered and commented on the 2020-2024 Equalities Mainstreaming Report; and***
- c) authorised the Interim Chief Officer to provide final approval for any changes arising from the final engagement discussions and from IJB member feedback ahead of publication on 30th April 2020.***

## **12. DRAFT UNSCHEDULED CARE COMMISSIONING PLAN**

Susanne Millar presented a report on progress in developing the Board-wide strategic commissioning plan for unscheduled care.

Members discussed the report stating that this a significant paper and officers were committed to the trajectory and clearly outlined change proposals.

Members also discussed governance and lessons learned; and ensuring that the programme of work was visible. Officers accepted this and advised that governance had been raised. Jonathan Best would take the paper to the Health Board to ensure this linked with the Moving Forward Together work.

*The Integration Joint Board:*

- a) approved the draft commissioning plan for unscheduled care attached and noted the further work underway to finalise the plan including the planned engagement process; and*
- b) would receive a further update with a finalised plan in September 2020.*

**13. GREATER GLASGOW AND CLYDE HEALTH AND SOCIAL CARE OUT OF HOURS SERVICE (OOHS) – PLANNING FOR CHANGE AND IMPLEMENTATION OF THE URGENT CARE RESOURCE HUB MODEL**

*The Integration Joint Board:*

- a) noted the successful completion of the Review of Health and Social Care OOHs Programme;*
- b) noted the progression to the Change and Implementation Programme;*
- c) noted the outline planning process to ensure successful implementation of the Urgent Care Resource Hub across the Health and Social Care OOHs system; and,*
- d) noted the conclusion of the GP OOHs Review.*

**14. GLASGOW'S FAMILY SUPPORT STRATEGY 2020-2023**

Members praised the paper and the work undertaken by the Children's Services Team.

*The Integration Joint Board:*

- a) noted the strategic direction of Glasgow's Family Support Strategy 2020-2023;*
- b) noted the co-production between all Children Services Partner in the development of the strategy and the demonstrated partnership working between them;*
- c) noted the commitment to improving the outcomes for children young people and families from the Children Services Partnership;*
- d) noted the a shift in the balance of care away from statutory and acute service provision, towards more local, preventative and early support to families;*
- e) noted the significant consultation carried out with families to support the development of the strategy; and*
- f) noted the two key HSCP commissioning frameworks, which will assist in the delivery of the strategy.*

**15. THE CARE REVIEW – INITIAL RESPONSE**

*The Integration Joint Board:*

- a) noted the content of this report; and*
- b) considered the response to date and further reflect on the wider implications.*

**16. REVISED HOMELESSNESS POLICY**

*The Integration Joint Board:*

- a) noted the contents of the report;*
- b) noted the revised Homelessness Policy;*
- c) noted the policy will be presented to the Council's City Administration Committee for approval; and*
- d) noted that the Policy will be further reviewed in March 2023 or sooner if there are further legislative changes as a result of the Scottish Government's five year Ending Homelessness Together Action Plan.*

**17. IJB COMMITTEES – UPDATE FROM CHAIR OF IJB FINANCE, AUDIT AND SCRUTINY COMMITTEE**

No update was provided at the meeting. Minutes of the Committee are available at:  
<https://glasgowcity.hscp.scot/ijb-finance-audit-and-scrutiny-minutes>

**18. IJB COMMITTEES – UPDATE FROM IJB CHAIR OF PUBLIC ENGAGEMENT COMMITTEE**

No update was provided at the meeting. Minutes of the Committee are available at:  
<https://glasgowcity.hscp.scot/ijb-public-engagement-minutes>

**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, 13<sup>th</sup> May 2020 at 9.30am in the Boardroom, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH.  
(This meeting was subsequently cancelled).

The meeting ended at approximately 10.45am