

Glasgow City Integration Joint Board

IJB(M)2020-05

Minutes of a virtual meeting held
at 9.30am on Wednesday, 25th November 2020

Present:

Voting Members

Susan Brimelow	NHSGG&C Board Member
Simon Carr	NHSGG&C Board Member (Vice Chair)
Bailie Annette Christie	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
Cllr Maggie McTernan	Councillor, Glasgow City Council
Ketki Miles	NHSGG&C Board Member (substitute for Anne Marie Monaghan)
Cllr Jane Morgan	Councillor, Glasgow City Council
Rona Sweeney	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
Mike Burns	Assistant Chief Officer, Children's Services
Gary Dover	Assistant Chief Officer, Primary Care
Dr Julia Egan	Chief Nurse
Mags McCarthy	Staff Side Representative
Peter Millar	Independent Sector Representative
Susanne Millar	Interim Chief Officer
Dr John O'Dowd	Clinical Director
Chris Sermanni	Glasgow City Council, Staff Side Representative
Dr Michael Smith	Lead Associate Medical Director
Shona Stephen	Third Sector Representative
Sharon Wearing	Chief Officer, Finance and Resources

In Attendance:

Steven Blair	Principal Officer (Governance & Strategic Planning)
Emma Carrigan	Audit Scotland
John Cornett	Audit Scotland
Allison Eccles	Head of Business Development / Standards Officer
Gillian Ferguson	ADP Co-ordinator
Stephen Fitzpatrick	Assistant Chief Officer, Older People's Services
Margaret Hogg	Assistant Chief Officer, Finance
Jackie Kerr	Assistant Chief Officer, Adult Services
Julie Kirkland	Senior Officer (Governance Support)
Claire Maclachlan	Governance Support Officer (Minutes)
Stephen O'Hagan	Audit Scotland
Robert Smith	Health Service User Representative (substitute for Ann Souter)
Pat Togher	Assistant Chief Officer, Public Protection & Complex Needs

Apologies:

Bailie Ade Aibinu	Councillor, Glasgow City Council
Patrick Flynn	Head of Housing & Regeneration Services
Amina Khan	NHSGG&C Board Member
Rev. John Matthews	NHSGG&C Board Member
Anne Marie Monaghan	NHSGG&C Board Member

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Anne Scott
Ann Souter
Flavia Tudoreanu

Social Care User Representative
Health Service User Representative
NHSGG&C Board Member

1. **Declarations of Interest**

The following declarations were raised.

Cllr Jane Morgan – Item 16, Integrated Children’s Service Plan 2020-2023

Peter Millar – Item 14, Glasgow City HSCP, Homelessness Services Update

2. **Apologies for Absence**

Apologies for absence were noted as above.

3. **Minutes**

The minutes of 23 September 2020 were approved as an accurate record.

4. **Matters Arising**

There were no matters arising raised.

5. **Integration Joint Board Rolling Action List**

Allison Eccles presented the IJB Rolling Action List advising there were three actions open which relate to Set Aside, Youth Advisor Representation on the IJB Public Engagement Committee and Support to Older People Care Homes – a report on testing will be brought to a future IJB.

6. **Chief Officer Update**

Susanne Millar provided a Chief Officer update to members advising of the latest position in relation to COVID-19.

Points of pressure remain around close contact with clients and patients in care homes, mental health in-patient and home care services. The rest of field work staff continue to experience an extraordinarily busy period with an increase in community transmission.

The impact on staffing continues with pockets of staff self-isolating or testing positive and this continues to be a challenge.

The HSCP continues to run the Community Assessment Centre in Barr Street, and there is an increase in patients presenting. The Centre operates on behalf of Greater Glasgow & Clyde over weekends and extended hours at night.

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There continues to be outbreaks and positive tests for staff and residents across the 5 HSCP care homes and the 64 commissioned care homes in the city when mass testing of residents is triggered. There are currently four care homes in red due to COVID-19 outbreaks. Enhanced business continuity is in place for the HSCP Care Homes.

Recruitment in care homes has gone well, with an additional 25 staff being recruited to HSCP care homes. Glasgow City will have a care home hub providing nursing support and assurance. This will be led by Julia Egan and will support all 69 care homes in the city.

Audit and assurance visits are also going well and are providing the enhanced assurance required. The HSCP has lost a couple of members of staff recently in care homes to COVID-19, which has impacted morale. Work is ongoing with the Senior Leadership Team in care homes and the Clinical Director support to care homes has been outstanding. Organisational Development are also involved in supporting staff.

Enhanced business continuity has returned. The priority in community services is around vulnerable older people, children and adults as well as public protection. District Nursing and Mental Health Services continue to operate as fully as possible. Planning is underway for January to March 2021, then from April to June 2021. The position will be reviewed in June regarding medium and longer term recovery.

An update was provided on the current position on Flu Vaccinations with 75% of immunisations having taken place and the programme is on track to have everyone immunised by end of November. The staff immunisation programme continues and is on track to have 60% plus immunised.

Public Health show low rates of flu across the globe and it anticipated that the scale of immunisation will offer protection for staff and the population.

The Interim Chief Officer praised the work on the Redesign of Urgent Care. An implementation date has still to be agreed for the development of the Flow Navigation Hub.

7. Audit Scotland – Glasgow City IJB 2019-2020 Annual Audit Report - Draft

John Cornett presented the Glasgow City IJB 2019-2020 Annual Audit Report – Draft, advising that this represents the accounts for the year and they intend to issue an unqualified audit opinion of the accounts which present a true record of the financial position of the IJB.

Auditors thanked HSCP officers for their help and support in delivering the audit and confirmed the Accounts were of a high standard.

The biggest adjustment related to an identified misstatement of £0.448m which related to an error in a stock certificate that was

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identified as part of Glasgow City Council's accounts closedown process which took place after the IJB had prepared its accounts. This has resulted in a decrease in expenditure and a corresponding increase in reserves.

Appropriate and effective financial management arrangements are in place and overall it is a positive report. A number of comments have been made to reflect the impact of COVID-19 going forward.

Councillor Morgan advised that the report was considered at the IJB Finance and Audit Scrutiny Committee and a number of questions were raised. One area related to best value and information from Audit Scotland has been circulated to members.

Members highlighted the pressures in home care services in section 31 of the report and sought a view from Audit Scotland.

Officers advised this relates to the transfer of home care services from Cordia where a deficit in funding was also transferred. Following negotiations, funding was agreed 50% from the IJB and 50% from the Council. The Council provided non-recurring funding for one year and this was then baselined as part of the budget for 2020/21. The IJB raised concerns about this and it was agreed that when the budget is set this year that this would continue to be raised for budget discussions for 2021/22.

The Chair agreed to take forward discussions and provide background papers to the IJB member raising the concerns. Chair

The Integration Joint Board:

a) Noted the Glasgow City IJB 2019-2020 Annual Audit Report – Draft.

8. Audited Annual Accounts 2019-2020

Sharon Wearing presented to the Integration Joint Board an update on the completion of the audit of the Annual Accounts for 2019-2020.

The accounts have been through the audit process and section 4 of the cover report outlines the amendment to reflect the error of £0.448m which was identified during the audit.

The Integration Joint Board:

a) Approved for signature the audited Annual Accounts for the period from 1 April 2019 to 31 March 2020.

9. Glasgow City IJB Budget Monitoring Statement for Month 6 / Period 7 2020/21

Sharon Wearing presented to the Integration Joint Board the financial position of the Glasgow City Integration Joint Board as at 30th

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September 2020 (Health) and 24th September 2020 (Council), and highlighted any areas of budget pressure and actions to mitigate these pressures.

Identified risks around Brexit were highlighted, particularly around prescribing.

Officers outlined funding of costs associated with COVID-19. To date the IJB has been allocated a first tranche payment of £11.395m to meet the initial costs. This equates to £8.722m for social care services and £2.673m for hospices. A further allocation of £28.037m has been distributed for both health and social care services in October and will be reported in the next budget monitoring report.

To date £15.290m has been spent responding to COVID-19, of which £7.884m relates to social care services and £7.406m relates to health board services, excluding hospices. The Scottish Government have given a commitment to social care providers in relation to financial sustainability during this period. To date Glasgow City has received 727 claims for financial sustainability for £7m. To date £3.7m has been approved and has been paid or is in the process of being paid to providers.

Officers advised a probable outturn has been completed for the IJB, however it should be recognised that this outturn has been completed with a high level of uncertainty. A gap in funding relating to the response to the pandemic was outlined as £18.9m to date. The final position is expected to change as the service continues to respond to the pandemic and awaits confirmation of future funding allocations from the Scottish Government. The HSCP will keep this under review and provide updates to the IJB.

On 25 March 2020, the IJB agreed to conditionally accept the indicative funding offer from NHS Greater Glasgow and Clyde for 2020-21. Officers reported a letter has now been received confirming the final budget offer which reflects the indicative offer made to the IJB in March.

Members questioned how the Scottish Government will treat offset savings.

Officers confirmed the Local Mobilisation Plan returned via the Health Board to the Scottish Government outlines costs and savings including details of undelivered savings. The allocation received in October was based on expenditure and excluded unrealised savings. Officers advised that the non-delivery of savings can be managed in the overall financial framework and it is not anticipated there will be a gap at end of the financial year. The main area of concern relates to recurring the costs of COVID-19 which are significant.

Members asked for clarity on 5.3.1 of the report relating to an overspend in secure accommodation and whether this related to children on remand who would not have been if it were not for the pandemic.

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Members also questioned the reference to prioritising service delivery to emergency cases only at 5.7.2 of the report and whether this was the level of test being utilised at the moment.

Officers confirmed there was an increase in children being placed in remand during the pandemic. This had been on a downward trajectory but the report reflects the current position. They highlighted that the HSCP are not involved in decisions around secure as remand decisions are made by the Court. The HSCP are however still liable in financial terms and welfare terms.

In relation to prioritisation of services, Officers confirmed that at the start of the pandemic and the first lockdown, only emergency cases were being dealt with as there were limits on what could be done so 'business as usual' was not possible. Child Protection cases however were being assessed as they are always treated as an emergency.

Members asked for clarity on section 5.4.3 of the report, in relation to the underspend in Supplies and Services and whether long COVID will impact going forward in the recovery phase.

Officers advised that the underspend relates to less demand coming through the Equipu Partnership due to the inability to assess over the lockdown period, which has resulted in less income coming in.

In relation to long COVID, Officers advised additional resource has been redirected to this, led by Stephen Fitzpatrick and Fiona Brown, who are looking at how to reduce waiting lists in aids and adaptations and occupational therapy. Work is ongoing with the rehabilitation teams on what additional rehab might be needed but the impact of long COVID is still not known.

Jonathan Best updated on early research taking place with Universities around long COVID. Work is at an early stage in Scotland but it will involve an integrated approach with Acute, Community and Primary Care

The Clinical Director confirmed his support for this being evidence led.

The Integration Joint Board:

- a) Noted the contents of this report;**
- b) Approved the budget changes noted in section 3;**
- c) Noted and accepted the final budget offer from NHS Greater Glasgow and Clyde (Appendix 2); and**
- d) Noted the summary of current Directions (Appendix 3).**

10. Integration Joint Board – Meeting Recording

Allison Eccles presented to the Integration Joint Board a report requesting that the IJB consider whether IJB meetings should be

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recorded and published until physical meetings are able to be resumed and are open to the public.

Officers outlined the contextual and technical considerations. Meeting etiquette will also need to be considered and clear guidance would be developed in this regard. Members were invited to give views on whether meetings should be recorded and if a time limit should be applied to meetings.

The Chair advised that the Council currently record meetings, so requested views from Health Board members.

Members questioned if the public could be given access to the MS Teams invite to observe the meetings.

Officers outlined the difficulties in monitoring the use of the MS Teams invites and who it is subsequently forwarded to. It is not an option available to the IJB as the invite could be shared with individuals who are not allowed access to Council meetings/buildings.

Members agreed that sharing the MS Teams invite would be the easiest solution however the fall-back position should be that the IJB meetings are open to the public to allow transparency.

As a clear view was not reached, the Chair suggested that Officers do further work around options for allowing members of the public to access the meeting via electronic invites rather than recording. Issues to be set out and brought back to next meeting.

Officers

The Integration Joint Board:

- a) Considered whether IJB meetings should be recorded and made available to the public;**
- b) Considered if a time limit should be applied to recorded meetings (4.6); and**
- c) Instructed officers to explore the options further and bring back to the next meeting.**

11. Alcohol and Drug Partnership Strategy 2020-2023

Jackie Kerr presented a report which seeks approval from the Integration Joint Board of the Glasgow City Alcohol and Drug Partnership's Strategy covering the period 2020-2023.

Gillian Ferguson delivered a presentation on the work of the Glasgow City Alcohol and Drug Partnership (ADP) which covered both the Strategy and Annual Report at Item No 12.

Officers outlined the four broad aims of the Strategy. Opportunities around partnership working, system of care and recovery communities were highlighted. The challenges were also highlighted relating to COVID-19, population challenges and issues around forensic toxicology.

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Officers reported on the strategic priorities and outlined the 3 cross cutting priorities:

- Digital working and engagement
- Information sharing
- Communications

The 5 national priorities are:

1. A recovery orientated approach which reduces harms and prevents alcohol and drugs deaths
2. A whole family approach on alcohol and drugs
3. A public health approach to justice for alcohol and drugs
4. Education, prevention and early intervention on alcohol and drugs
5. A reduction in the attractiveness, affordability and availability of alcohol

In relation to performance the ADP will:

- continue to work with Scottish Government to implement DAISy
- create a new multi-agency data intelligence hub

Officers highlighted that the ADP Annual Report is on a new Scottish Government template with is designed to capture progress against national priorities and allow greater consistency across ADP areas.

Members questioned if there is a correlation between alcohol and drug abuse and domestic abuse.

Officers advised that this will be taken forward via the ADP Intelligence Hub and those conversations have started. A number of sectors will be brought together to determine what gaps can be filled and what needs to be prioritised. NORM teams in the city will be linked to the Intelligence Hub which look at children affected by domestic abuse.

Members queried if the Scottish Prison Service (SPS) are involved as well as Prison Health.

Officers advised SPS are not a formal member of the ADP. Due to difficulties with attendance they moved to a sub-group of the ADP which allowed for more specific input.

Members requested more detail on whether outcomes are improving and if the level of activity is making a difference.

Officers confirmed that the development of the ADP Intelligence Hub will allow for multi-agency data to be collected for performance reporting and more detail can be brought back to the IJB on this.

Data is available for alcohol & drug services in the city and inpatient services which are within the HSCP responsibility. Officers confirmed that information relating to HSCP services includes outputs and outcomes, such as treatment and care; employment and training;

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recovery etc. The Strategy and Annual Report are multi-agency reports and therefore don't include the HSCP performance data. The HSCP Adult Services performance is reported to the IJB Finance, Audit and Scrutiny Committee.

A performance framework is in place for commissioned services.

Following extensive input from members it was agreed that discussions around measuring impacts and outcomes would be taken forward in the Short Life Working Group on performance being arranged by Allison Eccles. Members requested that links are made to the Community Plan being developed.

John O'Dowd referred to a board-wide Population Health Outcomes Framework and agreed to circulate this to the IJB. Officers

Members sought clarity on the timescales for agreeing a new provider for Forensic Toxicology following the planned closure of the service at Glasgow University. Officers confirmed that it is a national issue and once the new provider is agreed there will be a back-log of cases to work through. The service will continue at Glasgow University until the new service provider is identified.

Members asked for more detail in relation to the independent evaluation of Recovery Communities and suggested it should be given higher priority in the action plan. Concerns were also raised regarding the national agenda and matters that are outwith the IJBs control. A request was made that these are included in the risk register to highlight they are national and UK policy issues.

Officers provided reassurance that Recovery Communities have always been central to addiction services in the city and Glasgow has led the way in development and support of recovery communities. The model in Glasgow is now used nationally. The purpose of the evaluation was to stabilise the funding. Officers reported that the Recovery Communities are active members of the ADP.

Officers agreed to circulate the Independent Review of the Glasgow Recovery Communities. Officers

The Chair requested that an update is provided at the next IJB on the work being taken forward by the Short Life Working Group. Officers

The Integration Joint Board:

a) Approved the Glasgow City ADP Strategy 2020-2023.

12. Alcohol and Drug Partnership Annual Report 2019-20

Jackie Kerr presented to the Integration Joint Board the Alcohol and Drug Partnership (ADP) Annual Report 2019/20.

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The Integration Joint Board:

- a) Noted the contents of the ADP Annual Report 2019/20.**

13. Programme for Government

Susanne Millar presented to the Integration Joint Board a report which highlights the areas of the Scottish Government's Programme for Government 2020-21 that are of relevance to Glasgow City IJB and have an impact on health and social care services provided by Glasgow City Health and Social Care Partnership.

The Chair highlighted that a good discussion took place on this item at the IJB Development Session and Officers confirmed that feedback from the session is still being worked through. Conversations are ongoing regarding the activity outlined at 4.2 of the report, particularly in relation to the Independent Review of Adult Social Care, which the HSCP will continue to contribute to.

Members queried what the impact of the programme would be on the Executive Team's resources, and if there will be an impact on delivering Maximising Independence.

Officers advised that there are ongoing discussions and the impact is not known yet. Additional resources have been put into Maximising Independence. Officers agreed to circulate a briefing on Maximising Independence for background, particularly for new members. Officers clarified that at this stage the Programme for Government is a statement of intent only and offered assurance that the HSCP position is broadly in line with the statement of intent and work it is already engaged in.

The Integration Joint Board:

- a) Noted the content of the report; and**
- b) Considered the impact on the IJB of the highlighted areas of activity contained within the Programme for Government.**

14. Glasgow City HSCP – Homelessness Services – Update

Pat Togher presented to the Integration Joint Board an update on Glasgow Homelessness Service response during the COVID-19 pandemic. The paper further sets out the context of the challenges and describes the strength of collaboration with key partners. The paper also describes how we propose to step down from the usage of city centre hotels and outlines our provision of accommodation and support during the winter period.

Officers highlighted the challenges faced in Homelessness Services during the COVID-19 pandemic, particularly in the first 5 months of lockdown restrictions when there was no general letting from RSLs.

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Officers outlined the high demand for advice, support and emergency accommodation throughout the pandemic period.

Monitoring of rough sleeping within the City indicates a sustained reduction in rough sleeping from a cohort of 30 pre-COVID to a current figure of 5 who have active care plan arrangements in place.

Due to the limited options and time constraints a decision was taken to utilise a number of City Centre Hotels in order to ensure anyone who required emergency accommodation could access it.

A comprehensive range of supports has been put into place for residents within the repurposed hotels including: 160 people are now on treatment programmes since the commencement of COVID-19 pandemic; provision of hot food to hotels has been provided daily; on-site support is being provided by the third sector; flu vaccine programme has been rolled out to over 200 people in homeless emergency accommodation; services stood up for women and young people; additional resource secured longer term from the Drug Death Task Force investment to recruit additional staff within the Homeless Addiction outreach team.

As mainstream social letting activity has recommenced, Homelessness Services are actively working to move people on from the city centre hotels.

Officers highlighted the inspection by the Scottish Housing Regulator and the confirmed the report is now published.

In relation to the Rapid Rehousing Transition Plan (RRTP), Officers confirmed that the principles remain however the IJB have agreed a realignment of RRTP spend to reflect the revised priorities resulting from the COVID-19 pandemic, which has created additional capacity for case holding.

Officers updated on the HSCP Housing First Service which continues to produce key results with around 170 tenancies likely to be achieved by December.

Members highlighted the RRTP and the commitment to bring down the numbers in Temporary Furnished Flats (TFFs) and whether this will be adjusted in light of the numbers going up.

Officers acknowledged the challenge but confirmed reducing TFFs by 1000 remains the target and will be incorporated in the performance reporting framework.

Members highlighted the success in moving rough sleepers out of hotels and into accommodation and whether Officers were confident in relation to ongoing support around tenancy sustainment and tracking over a longer period of time.

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Officers confirmed that there is significant spotlight on performance and throughput. Regular reports are received on where everyone has moved onto. The relationship with Housing First and the tenancies is a key role. Repeat homelessness is monitored and a more comprehensive support package is put in place for those with complex needs. Others will move into settled accommodated and ongoing involvement will not be required.

Members asked for clarification on where the Alliance sits within the reporting structure and what their role is. Officers confirmed regular operational meetings take place and an Alliance Leadership Team has been formed. Strategic oversight is provided via the Head of Homelessness Services in the HSCP and performance will be reported via the Finance, Audit and Scrutiny Committee.

The Interim Chief Officer highlighted the significant work done in relation to homelessness services and those with multiple and complex needs in the early days of the pandemic. The support from the third sector was key to this. As a result, service provision has improved for those with multiple and complex needs and contact was maintained resulting in successful interventions that hadn't been seen before. Good outcomes regarding positive destinations can be evidenced and more work is required on the sustainability of these positive destinations.

Officers highlighted the significant work of front line staff who changed the way they worked over the pandemic.

Members highlighted the issue of general letting being ceased during the pandemic and questioned whether it may go back to business as usual with rough sleepers returning to the streets. Officers confirmed that the service has met 99% of its statutory obligation as a result of the pandemic, however the RRTP journey would have expedited this anyway. Officers outlined the positive relationship with RSLs and the capacity planning and commitment from the 68 RSLs to allow the aims and the objectives of the RRTP to be realised.

Members sought clarity on the anticipated costs of tenancies and how this is funded. Officers agreed to provide a paper to the Finance, Audit and Scrutiny Committee which explains the funding arrangements.

Officers

Members praised the response from front line staff and the Officers in Homelessness Services.

The Integration Joint Board:

a) Noted the contents of the report.

15. Multi Agency Public Protection Arrangements (MAPPA) Annual Report 2019-20

Pat Togher presented to the Integration Joint Board the Annual Multi Agency Public Protection Arrangements (MAPPA) report which was published on 30th November 2020.

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The report comments on Glasgow's performance against National key performance targets and acknowledges that Glasgow's performance in all areas exceeds the national targets.

The Integration Joint Board:

a) Noted the contents of the report.

16. Integrated Children's Services Plan 2020-2023

Mike Burns presented to the Integration Joint Board an update on the process and timescales for developing the next iteration of the Children's Services Plan.

Due to the impact of the pandemic, the Scottish Government presented two options to local authorities regarding publication of the Children's Services Plan (CSP). The options were to proceed with publication of the CSP this year, or to delay publication to allow the learning from the pandemic to be fully integrated, with publication by 31st March 2021.

The decision was taken in Glasgow to delay the publication in order to take account of learning from the pandemic.

Officers highlighted the need to move to a single system and whole system response to tackle the challenges around child poverty that the pandemic has exposed.

Members queried the timetable and the report being presented to the IJB in March when it is due to be published in March, and whether there was an opportunity for a development session in advance to allow fuller discussion before it is presented to the IJB, particularly around prevention and early intervention.

Officers agreed that this could be discussed at an IJB Development Session in advance to allow Members to have input as part of the process.

Officers

Members queried how the budget process for next year impacts on the plan and how digital inclusion will be maximised.

Officers advised the budget process for the Council and Health Board is underway. Officers have looked at the plan and opportunities around the transformation programme and under the banner of Maximising Independence. The plan will be reflective of funding decisions taken at the time. There is a digital investment as part of The Connecting Scotland Programme and 850 laptops are being distributed to young people across the city.

Members questioned if there will be ongoing engagement around the redesign of the Youth Health Service and Family Support.

Officers advised that the IJB have already agreed funding for the Youth Health Service and this is secure. With regards the Family Support

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Strategy, this will be aligned with additional funding from the Scottish Government and brought back to the IJB. Officers highlighted that Family Support and Youth Health were commitments of the previous plan and this is therefore a continuation rather than something new.

The Integration Joint Board:

- a) Noted the decision taken to defer completion of the Children's Services Plan 2020-2023 until March 2021;**
- b) Noted the timetable of activity in relation to producing the final version of the Children's Services Plan; and**
- c) Noted the draft statement which was submitted to Scottish Government on 30 September 2020.**

17. Chief Social Work Officer Annual Report 2019/20

Mike Burns presented to the Integration Joint Board the annual report from the Chief Social Work Officer for the year 2019/20, prepared in line with interim guidance for the 2019/20 report provided by Scottish Government.

Section 5 of the report outlines the Delivery of Statutory Functions and Public Protection, including Child Protection; Adult Protection; and the Multi Agency Public Protection Arrangements (MAPPA).

Officers highlighted that the report covers the activity for the year 2019/20 however has also sought to provide an initial sense of the response to the global pandemic. The CSWO report for next year will provide a more comprehensive update and reflect the outstanding Humanitarian response from front-line staff.

The Integration Joint Board:

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

18. Unscheduled Care Commissioning Plan Update

Stephen Fitzpatrick delivered a presentation which provided an update on the Unscheduled Care Commissioning Plan. This is a joint presentation that was delivered to the Health Board's Finance, Planning and Performance Committee in October with Jonathan Best. The HSCP are working closely with Acute colleagues on the whole agenda.

Officers outlined the complex landscape around the delivery of the Unscheduled Care Programme which involves 6 HSCPs and 3 Acute Divisions. The pandemic required structural processes and relationships to be put in place to manage the twin challenge. A single HSCP delivery group was established for all 6 HSCPs.

Reflections on the pandemic response have accelerated some aspects of the UC plan, for example Mental Health Assessment Units, which

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has helped address long standing challenges. The Scottish Government are looking to roll this out across the whole country. Officers highlighted how Acute and the community have adapted pathways for COVID, such as Community Assessment Centres, which is a departure to the plan but relevant to the work going forward. Decision making and governance has also had to adapt.

Recovery and Remobilisation plans are being led by the Scottish Government and the draft Unscheduled Care Commissioning Plan presented to the IJB earlier in the year will be reviewed and a view taken on what needs to be updated. The revised plan will be brought back to the 6 IJBs and the Health Board in the new year.

Officers outlined the current position which has allowed more real time decision making, scaled up remote medical appointments and established urgent care hubs on Acute sites.

The National Urgent Care Redesign Programme includes mandatory service change deliverables and associated timescales. Officers outlined the pressures with the 1 December go-live timescale and advised they are supporting Acute colleagues to deliver that.

A Flow Navigation Hub will be implemented jointly staffed by admin and medical staff. Officers highlighted the impressive work in achieving this huge challenge within the timescales and advised the model will be introduced across Scotland.

Officers outlined next steps and action required and confirmed the Joint Commissioning Plan will be updated to reflect the COVID-19 impact and will be brought to the IJB for approval.

Members highlighted that the Plan was required to assess the progress against what officers said they were going to do. All IJBs agreed the plan in March however the ability to govern it is constrained. The language is also important as the public need to understand the terminology.

Officers confirmed that the governance arrangements need to be agreed and the updated plan will be brought to the IJB for approval. They agreed that the language needs to resonate with the public and the Government are responsible for the public messaging.

19. Glasgow City HSCP – ICT and Digital Strategy

Sharon Wearing presented to the Integration Joint Board an update on ICT priorities, some of the challenges faced in achieving those and highlighted some current priority ICT projects.

Officers highlighted two areas of challenge, the first relating to the application development relating to Home Care. Problems with the current system resulted in all Home Care services having to adopt business continuity processes for 14 days. This remains a high risk for the IJB. Mobile and Remote Working was also highlighted and Officers

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outlined difficulties in accessing mobile working kit before and during the pandemic. Officers agreed to keep the IJB updated on these two challenging areas.

Members raised concern regarding the issues around the mobile working kit and queried the role of the IJB in directing partners to take this forward.

Officers advised the Council have a contractual arrangement with CGI which complicates this.

Members highlighted the need to move from an ICT approach to a more digital focus. Officers confirmed that there has been a lot of learning from the pandemic and this needs to be built into the strategy going forward however the HSCP are still dependent on the two partners for the delivery of that. An update will be brought back to the IJB with a more digital focus and lessons learned reflection.

Members suggested the issues are raised at the Council's Digital Board to allow them to see the impact. The Chair agreed to write to the Digital Board and ask them to address the issues outlined in the paper. Chair

The Integration Joint Board:

- a) Noted the contents of this report;**
- b) Instructed officers to provide an updated reflection on the strategic priorities of the Partnership as they relate to, or are enabled by, ICT; and**
- c) Requested updates on progress of the priority ICT projects.**

20. IJB Committees – Update from Chair of Finance, Audit and Scrutiny Committee

Cllr Morgan presented an update to the Integration Joint Board as the Chair of the Finance, Audit and Scrutiny Committee.:

The Accounts and Budget Monitoring were covered at the meeting.

Performance presentations were from Primary Care and Children's Services and the detailed discussion is available in the minutes of the meeting.

21. 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.

22. Next Meeting

The next meeting will be held at 9.30am on Wednesday 27th January 2021.

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