

## NOT YET APPROVED AS A CORRECT RECORD

GLASGOW CITY HEALTH & SOCIAL CARE  
INTEGRATION JOINT BOARD

IJB(M)2020-01

Minutes of meeting held in the Sir Peter Heatly Boardroom, Commonwealth House,  
32 Albion Street, Glasgow, G1 1LH at 9.30am on Wednesday, 29<sup>th</sup> January 2020

<b>VOTING MEMBERS</b>	Simon Carr	NHSGG&C Board Member (Chair)
	Cllr Mhairi Hunter	Councillor, Glasgow City Council (Vice Chair)
	Bailie Annette Christie	Councillor, Glasgow City Council
	Jeanette Donnelly	NHSGG&C Board Member
	Jacqueline Forbes	NHSGG&C Board Member
	Cllr Archie Graham	Councillor, Glasgow City Council
	Cllr Elspeth Kerr	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	
<b>NON-VOTING MEMBERS</b>	Ian Bruce	Third Sector Representative ( Substituting Shona Stephen)
	Mike Burns	Interim Chief Social Work Officer
	Gary Dover	Assistant Chief Officer, Primary Care and Early Intervention
	Dr Julia Egan	Chief Nurse
	Dr Richard Groden	Clinical Director
	Margaret Kerr	NHSGG&C Board Member ( Substituting Annemarie Monaghan)
	Margaret McCarthy	Staff Side Representative
	Susanne Millar	Interim Chief Officer
	Anne Scott	Social Care User Representative
	Chris Sermanni	Glasgow City Council Staff Side Representative
	Dr Michael Smith	Lead Associate Medical Director Mental Health and Addictions
	Ann Souter	Health Service User Representative
	Sharon Wearing	Chief Officer, Finance and Resources
<b>IN ATTENDANCE:</b>	Allison Eccles	Head of Business Development
	Sandra McDermott	Head of Financial Inclusion and Improving the Cancer Journey (Glasgow City Council)
	Professor Austyn Snowden	Edinburgh Napier University
	Pat Togher	Assistant Chief Officer, Public Protection and Complex Needs
	Courtney Farrell	Business Support Officer (Minutes)
<b>APOLOGIES:</b>	Jonathan Best	Chief Operating Officer, NHSGG&C
	Cllr Tony Curtis	Councillor, Glasgow City Council
	Ross Finnie	NHSGG&C Board Member
	Cllr Jennifer Layden	Councillor, Glasgow City Council
	Cllr Tanya Wisely	Councillor, Glasgow City Council
	Shona Stephen	Third Sector Representative
	Anne Marie Monaghan	NHSGG&C Board Member
	Peter Millar	Independent Sector Representative

**1. DECLARATION OF INTERESTS**

Mark White declared an interest as Director of Finance, NHS Greater Glasgow and Clyde, with an interest in financial discussions

**2. APOLOGIES FOR ABSENCE**

Apologies for absence were noted as above.

**3. IMPROVING THE CANCER JOURNEY**

Sandra McDermott and Professor Snowden gave an overview of the Improving the Cancer Journey Service and outlined the key elements within the presentation. Sandra McDermott thanked colleagues who have been involved with this service.

Members thanked Sandra McDermott and Professor Snowden for their presentation highlighting that their service has had a great impact on individuals and the community. Members welcomed the approach using Holistic Assessments.

Members questioned if the £5m highlighted is within the financial plan. Sharon Wearing confirmed that this is not within the financial plan however there needs to be further discussion with Scottish Government colleagues as to how funding is will be provided after 2020/21.

The Health Service User Representative made reference to the presentation of the highest areas affected by cancer and questioned if there could be more that local health centres could do to spread awareness on this service. Susanne Millar responded highlighting that the Integration Joint Board/Glasgow City Health and Social Care Partnership have inequalities as core function and it has clear focus on Strategic Plan. Susanne added that she is the chair of the Improving the Cancer Journey Board and Sandra McDermott is also a member on the Maximising Independence Board, and therefore there is cross learning work.

Officers requested clarity on whether the Improving the Cancer Journey Service had direct communication with health Link Workers. Sandra McDermott confirmed that there are direct links around appropriate referrals and joint training to avoid any duplication of work.

**4. MINUTES**

The minutes of the meeting of the Integration Joint Board held on 20<sup>th</sup> November 2019 were approved as an accurate record.

**5. MATTERS ARISING**

There were no matters arising.

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

Allison Eccles presented the IJB Rolling Action List advising that there was 2 items listed for the set-aside budget and the Youth Advisor representative

position for the IJB Public Engagement Committee, this will come back to the March Integration Joint Board.

Members asked for an update on the set-aside budget. Sharon Wearing highlighted that there are some discussions taking place next month with James Hobson and the Scottish Government. Challenges were acknowledged. An unscheduled care commissioning plan is being developed across Greater Glasgow and Clyde and the plan will include reference to set-aside. Susanne Millar commented that she and Jonathan Best are working closely together around unscheduled care across acute and the communities. There are discussions this week with the Chief Officers across the six partnerships. An update on unscheduled care will be provided at the Integration Joint Board in March 2020.

Officers

Mark White agreed that there are challenges with the current guidelines on set-aside and work is being undertaken as far as it can go however there needs to be discussions with the Scottish Government

Members acknowledged that the Integration Joint Board need a solution on set-aside and highlighted that guidance was set out four years ago that can't be implemented easily.

## 7. CHIEF OFFICER UPDATE

Susanne Millar provided a Chief Officer Update on the following:

NHSGGC - Decisions taken on Friday by the Cabinet Secretary to add current escalation, which now extended to include Unscheduled Care, OOH, GP TTG & Finance.

Susanne Millar acknowledged that this does impact the business and reiterated that an update on the unscheduled care commissioning plan will be brought to the Integration Joint Board in March 2020. The Cabinet Secretary has requested a recovery plan and the Health & Social Care Partnership will work closely with Glasgow City Council Executive Team.

Members queried if there is being work undertaken re the impact of the coronavirus. Susanne Millar acknowledged that any response will be led by the Chief Medical Officer & Public Health Director. There has been no impact at this time for Glasgow.

The Health Service User Representative highlighted concerns that she has been made aware that Easterhouse Out of Hours service will be closed the rest of the week and therefore this would require members of the public having to travel who may not always have the funds for this. Officers highlighted that via people can claim their expenses back. Officers added that Glasgow have eight Out of Hours services with other areas only having two available and Glasgow are the only board who accommodate walk-ins.

## 8. MAXIMISING INDEPENDENCE IN GLASGOW

Stephen Fitzpatrick gave an overview of the presentation and provided updates on the progress, our vision/ aspirations, our mission, community engagement, initial workstreams and the plan for February 2020.

The Health Service User Representative is of the view that communities need more time to discuss Maximising Independence approach and this is at the top of

the agenda of the locality engagement groups. Officers gave assurances that community engagement is on-going and there will be no end date to this.

Members expressed support of the ideas presented today and stated that there needs to be investment in the communities on how they are expected to take this forward and there needs to be evidence of this. The Third Sector Representative advised that communities were provided reallocation of £1.5m and there will be work undertaken in the most affected areas. Susanne Millar added that the Health and Social Care Partnership felt it was important that the Third Sector (through GCVS) lead on this. Cllr Elspeth Kerr noted that a lot of mapping work has been undertaken in the North West of the city and she would be happy to share this when looking at other areas.

Members also requested more information around Equality Impact Assessment. Officers advised that this work is on-going however happy for the information to be shared on the gaps.

Members highlighted that the HSCP only have to 2022 to develop this new approach. Officers acknowledged that they are conscious of this

## **9. ALCOHOL AND DRUG PARTNERSHIP – INVESTMENT PLAN UPDATE**

Susanne Millar updated the Integration Joint Board (IJB) on the development plans for investing the 2019/20 second year allocation of Scottish Government funding for alcohol and drug services.

The table within the report highlighted the investment programme approved for year 2 totalling to £2.034m and shows a forecasted spend of £1.543m, which represents an underspend of £0.491m.

Initial plans were underway for the Scotland Drug Death Summit, to be jointly hosted by the Minister for Public Health, Joe Fitzpatrick and Glasgow City ADP on 12<sup>th</sup> March. However on 24<sup>th</sup> January the UK Government announced a UK wide Drug Death Summit for the 27<sup>th</sup> of February in Glasgow. Unfortunately there was no communication with both Glasgow ADP and the Scottish Government. The Scottish Government have since been invited. No contact has been made with Glasgow ADP at this time.

Susanne Millar acknowledged that Glasgow is well represented and well valued within the Drugs Death Taskforce.

Members sought clarity on which Glasgow Services are hosting the Scottish Drug Death Crisis Conference on the 26<sup>th</sup> February. Officers advised that it was made clear that the joint hosts would be the Integration Joint Board/Health and Social Care Partnership and Glasgow City Council, with Scottish Government.

Members commented on the great work that has been undertaken and asked for more information around the funding. Officers advised that there is £41m awarded for mainstream addiction services.

Members wished to clarify if the needle dispenser within the Boots store at Central Station has been re-instated. Officers advised that Scot Rail decided that this would not be reinstated however there is now a mobile drug injecting service which is highlighted to be dispensing more needles than the Boots pharmacy. This mobile dispenser also provides an immediate response and assists with drug-related litter.

The Health Service User Representative queried as to why HIV testing is significantly focused on city centre and not localities. Officers confirmed that there is evidence that the population affected is within city centre, and this work is focused on those who don't have access to HIV testing which is available across the city.

***The Integration Joint Board***

- a) noted the proposals outlined in this report;***
- b) approved the additional planned activity funded from the Scottish Government ADP funding; and***
- c) noted the plan to jointly host a UK wide Drug Death Summit with the Scottish Government in Glasgow early 2020.***

**10. GLASGOW CITY IJB BUDGET MONITORING FOR MONTH 8 / PERIOD 9 2019/2020**

Sharon Wearing outlined the financial position of Glasgow City Integration Joint Board as at 30 November 2019 (Health) and 22 November 2019 (Council), and highlighted any areas of budget pressure and actions to mitigate these pressures.

The net expenditure is £6.294m lower than budget to date. Gross expenditure £5.017m (0.63%) underspent, and income is over-recovered by £1.277m (1.65%).

Children & Families net expenditure is underspent by £2.455m. Recruitment for Social Workers is well underway.

Direct Assistance is overspent by £0.570m in relation to both Section 22 and Section 29 payments. Pressure continues to grow particularly around accommodation costs for care leavers.

Income is over-recovered by £0.977m mainly in respect of Unaccompanied Asylum Seeker Children income from the Home Office due to the approval of outstanding cases from last financial year and additional cases for this year.

Adult Services employee costs are underspent by £2.900m throughout all services due to periods of vacancies, turnover and difficulties recruiting to posts. This underspend also reflects the early delivery of savings for 2020/21 following the redesign of Glasgow Alcohol and Drug Recovery Day Services. Recruitment continues to be progressed for vacant posts in all services.

Older People and Physical Disability net expenditure is underspent by £1.860m. The Carers Service budget is underspent by £1.157m mainly due to the part year implementation of the investment agreed by the IJB in June and vacancies. There is also an underspent of £0.604m, following the closure of Birdston. This funding is required to part fund the 2 new wards at Stobhill from June 2020.

Members queried underspends within recruitment and if there are services that are being failed as a result. Officers highlighted the pressures within the system which has had an impact on services and as a result overtime has been offered to staff to assist with the workload. Officers noted that there are issues with recruitment across the country and not just in Glasgow City.

Members sought clarity on the impact of expected leavers from services transferred to the HSCP from Cordia as a result of Equal Pay. Officers advised

that the Health and Social Care Partnership lost around 100 staff which was less than anticipated and there was recruitment in advance of this.

Members highlighted issues with recruitment in different local authorities and queried if there is a sense that there are potential staff out there. Officers stated that there needs to be a more national conversation around influencing the workforce planning. Conversations to take place with the health board and six partnerships to tie in the needs with the economic regeneration.

### ***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. HSCP LOCALITY PLANS 2019-2022**

Mike Burns presented the 2019-22 locality plans of North East (NE), North West (NW) and South Localities for approval. In doing so, to highlight the local engagement events that have taken place to engage on the draft plans and the feedback that has emerged from the engagement process

The key areas of engagement work carried out in October/November 2019 were highlighted.

The purpose of locality plans is to:

- 1) set out what we know about the demographics and health and social care needs of the local population;
- 2) reflect the priorities and actions that are relevant to the locality
- 3) communicate our performance against key targets;
- 4) be a vehicle for stakeholder engagement to ensure there is effective local engagement in service planning activities.

Locality-specific activities are those that are only applicable or more tailored towards a particular locality. This reflects both the consistency of the service issues across localities and the co-ordinated processes in place to progress them.

Key issues were highlighted from each care group in the engagement process.

The performance report to the Integration Joint Board summarising progress made against the actions set out within the locality plans, commencing September 2020.

Members queried whether development of the plans is from a top down or bottom up approach, as the legislation highlights this should be. Officers confirmed that the desire would be that locality plan development would be influenced by engagement with service users, patients and communities. Officers acknowledged that there have been challenges in ensuring wide engagement on the locality plans.

Members agree that our approach to locality engagement has room for improvement and issues need to be addressed.

Officers welcome the challenge from the Integration Joint Board and suggested a development session to take this forward. This was agreed.

**Officers**

***The Integration Joint Board:***

- a) approved the North East, North West and South Locality Plans, attached, noting the update on local engagement feedback;***
- b) noted the summary version of the locality plans and approve making the final, approved versions of the plans accessible on the GCHSCP website and in other formats as necessary; and***
- c) noted the intention to present an annual performance report to the IJB summarising progress made against the actions set out within the locality plans, commencing September 2020.***

**12. IJB GOVERNANCE ARRANGEMENTS**

Allison Eccles updated the IJB on the output from discussions regarding governance arrangements for the IJB and presented proposals to Members for consideration.

There has been a lot of attention and discussion about the IJBs governance arrangements as the working arrangements evolve, but in particular over the last year. The Ministerial Strategic Group report in February 2019 led to a self - evaluation and a tripartite action plan, this is detailed in section 3 of the report.

An issue that has been raised a number of times was the time commitment required for consideration of the agendas. There were a number of suggestions on how to improve on current arrangements which are outlined at section 4 of the report. These include lengthening meetings, more frequent meetings, and how the Integration Joint Board deals with reports for noting. There were concerns noted about effective discussion and debate with some items. It is clear that discretion and judgement is required in relation to items for discussion at the Integration Joint Board. The report noted there was no consensus on these suggestions.

A set of proposed principles is laid out at section 5 of the report which propose commitments to how Integration Joint Board members, Integration Joint Board Chairs and Committee Chairs and Officers of the Health and Social Care Partnership will make best efforts to ensure smooth governance.

Officers commented that it is important to be mindful not to consider just structure but active governance.

Members suggested that follow up papers are noted and not included in future papers being sent out and this will reduce the amount of papers.

Members added that there is suggestion within the report that there are a number of points often repeated and it needs to be clear that some issues do require more dialogue and not be viewed as repeated information.

***The Integration Joint Board:***

- a) noted the report; and***
- b) discussed, agreed and commit to follow the principles outlined in section 5.***

**13. IJB DEVELOPMENT**

This paper seeks to describe the ways in which future development sessions could enhance and support the IJB role.

Isla Hyslop acknowledged the paper is a follow up from the development session and highlighted the importance of working together. A lot of time was taken to look at comments from staff on future development. There will also be a lot of work to support maximising independence. Isla Hyslop suggested that there is input from the Integration Joint Board prior to the next development session, and highlighted the proposed agenda for this pre-session input in the report.

Members agreed that the Integration Joint Board will decide on what's been discussed at future development sessions.

***The Integration Joint Board:***

- a) noted the feedback provided within the report; and***
- b) agreed the approach to future development activity and connect this to the formal meetings.***

**14. PRIMARY CARE IMPROVEMENT PLAN (PCIP) – RISKS AND CHALLENGES TO ACHIEVING FULL IMPLEMENTATION**

Gary Dover briefed the IJB on the risks and challenges associated with full implementation of Glasgow City's Primary Care Improvement Plan (PCIP).

Members highlighted section B of the report around affordability and stated that it needs to be made clear that a lower cost service ultimately means lower quality and poorer outcomes. Officers advised that depending on the model this does not mean lower or poorer quality as there would be staff already doing the tasks and there may be different ways of delivering on the outcomes.

Officers advised that there was a number of issues raised to Scottish Government from different partnerships around the reduced funding allocation for two years despite being asked to deliver the original plan. The Scottish Government therefore need to take into consideration the final year and make decisions. There has been a lot of investments already from the Integration Joint Board.

Officers confirmed that the IJB's risk register includes the risk of deliverability of the PCIP and will be considered at the Finance, Audit and Scrutiny Committee.

Members agreed that this should be brought to the attention at directorate level of the Scottish Government. This information has already been shared with the director of Finance.

***The Integration Joint Board:***

- a) noted the challenges and risks; and***
- b) noted that the IJB Finance, Audit and Scrutiny Committee will continue to consider the mitigation of these risks and challenges.***

**15. UPDATE ON IMPLEMENTATION OF GLASGOW RAPID RE-HOUSING TRANSITION PLAN 2019/20 2023/24**

Pat Togher updated the Integration Joint Board on the initial phase of implementation of the Rapid Rehousing Transition Plan, through the first Annual Review and setting out the future framework and milestones for delivery.

The proposed funding request of £2.92m for year one was not fully met by the Scottish Government and instead a budget of £1.67m was confirmed.



Pat Togher highlighted that there has been achievements, in particular the Homelessness Alliance programme. The Annual Review in Housing First has also demonstrated significant shorter period's people are spending in temporary accommodation.

Members queried if it is felt that the increases will continue and how the success is being measured. Officers anticipated that they don't see this slowing down going by the current information and there is strong indication that this is going in the right direction. Members requested that information being shared is more defined on the outcomes.

Members stated that this information is encouraging however raised concern around performance reporting to the Finance, Audit and Scrutiny Committee and how the performance of the Alliance will be reported on. Officers advised that there will be a feature of this going forward and acknowledged that the steering group focuses on the six core objectives which will be reported on.

Officers clarified the difference between Rapid Re-housing and Housing First.

***The Integration Joint Board:***

- a) noted Rapid Re-Housing Transition Plan Annual Review as outlined in this report and at Appendix 1.***
- b) noted that whilst the initial plan sets out a 5 year vision it is envisaged that this plan will evolve and develop over this time frame; and***
- c) instructed Assistant Chief Officer for Public Protection to provide a subsequent Annual Review update to the IJB in January 2021***

**16. GLASGOW ALLIANCE TO END HOMELESSNESS**

Sharon Wearing updated the Integration Joint Board on progress to date in developing an Alliance to End Homelessness in the city and the outcome of the Tender completed by the Council under direction from the IJB to identify Alliance partners to work collaboratively with GCHSCP to deliver a significant change agenda to improve homelessness services in Glasgow.

Officers acknowledged that the collaborative work has been on-going for a period of two years. The report is due to go Glasgow City Council's Contracts and Property Committee on 6<sup>th</sup> February 2020 and officers are hopeful that outcomes of the tender will be approved to allow a detailed plan to be outlined for the next six months. Legal services are involved with this process.

Members commented that some of this proposal can be difficult to understand due to this not being done before and are hopeful that the governance arrangements can be made clearer, highlighting that success is dependent on good governance.

Members sought more clarity on the tender process. EU procurement regulations enable a "light touch" approach to tenders for health and social care services. This has facilitated an innovative approach that differs from the approach traditionally used in procurement and included the involvement of providers and people with lived/living experience in the procurement process

***The Integration Joint Board:***

- a) noted the content of this report; and***
- b) noted that a report will be submitted to the Contracts and Property Committee on 6th February 2020 requesting it to approve the***

***commissioning of a Multi-Party Alliance Agreement to establish the Glasgow Alliance to End Homelessness.***

**17. RESOURCE ALLOCATION POLICY FOR ADULTS ELIGIBLE FOR SOCIAL CARE SUPPORT: PROGRESS REPORT**

Susanne Millar updated IJB members on the work being undertaken to implement and embed the policy framework on resource allocation for adults eligible for social care support, as approved by IJB members in December 2018. In doing so, to appraise IJB members of the work being undertaken to review and refresh self-directed support (SDS) procedures and guidance and the need to ensure the work to embed the resource allocation policy is harmonized with that work.

Officers gave reassurances that work will continue on the resource allocation model and will engage with user and carer panels.

Members requested that more information is added on the next steps and how this links in with Maximising independence.

***The Integration Joint Board***

- a) noted the progress made to date in relation to resource allocation and SDS;***
- b) noted the intention to carry out work to embed the resource allocation policy to be taken forward as part of a wider review and refresh of SDS processes and guidance, informed by recent national guidance; and***
- c) noted the proposal to report annually to the IJB on the implementation of SDS, including matters relating to resource allocation.***

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

Cllr Jane Morgan provided an update from the IJB Finance, Audit and Scrutiny Committee held on 11<sup>th</sup> December 2019. The performance report looked at the Child Adolescent Mental Health Service (CAMHS) and the work being undertaken by services that should be concluded by the end of 2020.

Information was provided on the statutory duty to provide temporary accommodation. A presentation was requested on A&E attendance and concern was raised that targets are not being met.

Paper received on public awareness and discussion took place around what should be shared with members.

Concern raised around the level of flu immunisations for health staff and how this can be addressed.

The draft minute from the meeting is available on the HSCP website:

**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, 25th March 2020 at 9.30am in the Boardroom, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH.

The meeting ended at approximately 12:30pm