

NHS Greater Glasgow and Clyde	Paper No. 25/09
Paper Title:	Glasgow City Integration Joint Board Report
Meeting:	NHSGGC Board Meeting
Date of Meeting:	25 February 2025
Purpose of Paper:	For Assurance
Classification:	Board Official
Date of IJB	29 January 2025
Committee Chairperson:	Non-Executive Lead – Paul Ryan IJB Chair – Cllr Chris Cunningham

1. Purpose of Paper

The purpose of this paper is to: inform the NHS Board on key items of discussion at the Glasgow City Integration Joint Board (IJB) held on [29 January 2025](#).

2. Recommendation

The Board is asked to note the key items of discussion at the recent meeting of the Glasgow City IJB on [29 January 2025](#) as set out below and seek further information or assurance as required.

3. Key Items of Discussion

- **Appointment of Interim Chief Officer, Finance and Resources / Section 95 Officer**

The IJB were updated on the appointment of Margaret Hogg as Interim Chief Officer, Finance and Resources and Interim Section 95 Officer to GCIJB, under the Local Government Act 1973, and noted that a report outlining the process of appointing a permanent Chief Officer, Finance and Resources will be tabled at the IJB Finance, Audit and Scrutiny Committee.

- **Chief Officer Update**

Delayed Discharges

The IJB were advised that hospital discharge has continued to present a significant challenge to GCHSCP over the past 6 weeks, with very high volumes of discharge a reflection of very high occupancy levels in hospitals, coupled with a high number of ward closures related to flu and norovirus.

The resulting significant reductions in delayed patients at year-end have again been overtaken by very high volumes of discharges since the new year, which the HSCP are again responding to with high levels of social work activity. Until the daily discharge numbers return to normal levels, it can be expected that the delayed discharge numbers will remain relatively high, even though discharge numbers themselves remain high.

Adults with Incapacity (AWI) continues to be a particular challenge for Glasgow. Another marked trend is the increased number of complex adult patients under 65 who can often be difficult to discharge into the community. The HSCP has brought in additional staff resources to support throughput, engaging with the care home sector to accelerate discharges wherever possible and using all available assets such as commissioned Intermediate Care places to optimise through flow. The IJB noted that this remains a whole system under unprecedented pressure in respect of both volume and complexity of patients being discharged from hospital.

Homelessness

An update was provided on Homelessness, confirming the level of applications as at 21/01/25 was 6658 with full duty on 87% of cases. The total number of Homelessness new applications as at 21/01/25 was 399 reflecting a seasonal drop (Nov - 885). In temporary accommodation there are 4068, up by 50 on last month so far, of which 1596 are refugees. Refugees account for 44% of Homeless applications. Rough Sleeping figures currently sit at 21.

The IJB noted the ongoing initiatives in place:

- The service continues to prioritise vulnerable client groups (reviewing weekly vulnerable groups, such as single parents, households with disabilities). GCHSCP have seen a significant reduction in families in hotels (currently down from 205 in July 2024).
- GCHSCP continue to meet with Elected Members and GG&C Leadership Team to review the financial situation and the Housing Emergency Action Plan.
- GCHSCP meet weekly with SG, all be it their focus is on Housing initiatives, to create more tenancy options/capacity. GCHSCP and NRS have a deep dive session on 6th February 2025 to focus on Homelessness.
- The Leadership Team have a winter action plan and have stepped up Business Continuity plans, first to deal with the very low temperatures in January and to mitigate as far as possible the impact of Storm Eowyn.

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- GCHSCP/NRS have written jointly to RSL's in the city requesting a meeting to discuss the Homelessness Let target of 67% and progress towards that target.

Mental Health Inpatients

The IJB noted that pressures on bed capacity eased in December across adult and older people's beds however January seen an increase again in bed usage, particularly in adult acute beds, sitting again at over 99% capacity. Pass beds continue to be used regularly to manage the demand. Wards have been affected recently by covid and flu.

A Review of the Integrated Delayed Discharge Team, alongside the Community Mental Health Acute Care Services is underway, to consider more effective ways of treating people at home and plan pathways out of hospital. The Continuous Intervention Policy is due to be implemented in March 2025, to support more meaningful activity for patients who require additional observations. This will offer better patient care and aims to reduce staff bank use. Governance meetings take place regularly to oversee the spend on bank staff, with an aim to reduce by 5% per month to address the financial pressures associated with Mental Health Inpatient Services. Reduction was achieved in November and December.

The Thistle (Safer Drug Consumption Facility)

An update was provided on activity data from the first two weeks of operation of The Thistle (13/01/25-26/01/25) which seen 239 attendances - 85% male (204), 15% female (35). Most people used the lounge area and engaged with wider MDT staff team with 2 onward referrals to ADRS. There was a high volume of wound care and Injecting Equipment Provision. Shower facilities, laundry facilities and clothing store have been accessed by a number of individuals.

GCHSCP Response to Storm Eowyn

The Chief Officer updated on Business Continuity plans which were activated quickly across all services within GCHSCP and were subject to review throughout the course of 24/01/25. The approach taken reflected critical service provision and all services were delivered, albeit differently. Delayed discharge arrangements/pressures were addressed with Care at Home Services and proactive engagement with Acute ensuring every effort was made to focus on pre and post storm activity. Care at Home completed almost 90% of its usual activity, circa 10,000 visits on 24/01/25, despite the challenges. The IJB noted that GCHSCP performed exceptionally well and follow up arrangements are taking place for purposes of any learning/reflection.

Child Abuse Case

The IJB were informed that the sentencing has taken place of the adults involved in one of the most complex episodes of child abuse. The children involved remain a priority of GCHSCP especially given the recent media attention. It was noted that this has been challenging for all concerned and the necessary support will be required moving forward. A case learning review has

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been commissioned and an independent lead reviewer has been appointed. The findings will be implemented through an agreed action plan approved through Glasgow City HSCP governance arrangements, including the Glasgow Child Protection Committee.

- **Children’s Services Whole Family Wellbeing Funding Plan – January 2024**

The IJB received an outline of the plan for the Whole Family Wellbeing Fund (WFWF) monies, which was allocated to address system ‘as is’ pressures by the Council’s City Administration Committee. The report included the plan for shared methodological support across the Children’s Services transformation programme and the Child Poverty Pathfinder, focusing on the development of evidence-informed approaches to achieve complex systems change, in line with the aim of WFWF, which is to support a shift from crisis responses to earlier intervention. The IJB approved the plan for the funding of £3,000,000 over 3 years and approved plan for the funding for evidence-informed transformational change support of up to £600,000 over 4 years.

- **Enhanced Mental Health Outcomes Framework – Action Plan**

A reported was presented to provide an update to IJBs across NHS GG&C on the revised plans for delivery on programmes funded through the Enhanced Mental Health Outcomes Framework and to advise of the implications across all programmes for financial year 2025/26 following a reduction in the allocation. Detailed discussion and debate took place in relation to the impact of the reduction, and members raised concern that an EQIA had not been carried out. Officers advised that an EQIA was not required as the proposals are in relation to developments that were planned, and not services that are already in place. The IJB noted the impact of the funding reduction on each of the programmes and, following a vote, approved the proposed funding arrangements to deliver programmes in 2025-26.

- **Implementation of Alcohol and Drug Recovery Service (ADRS) Review and Medication Assisted Treatment (MAT Standards) – Shared Care Model**

Support was sought from the IJB to implement a new model of Shared Care Model for Alcohol and Drug Recovery Service, aligned to Medication Assisted Treatment (MAT) Standard 7. The IJB supported the implementation of a new Shared Care Model and approved the commissioning of a third sector partner to deliver the recovery aspect of the Shared Care Model and approved implementation of the staffing model for the Primary Care Facilitation Team.

- **Social Care Planned Procurement 2025/26 and Commissioning Development Plan**

The IJB approved the planned procurements for the financial year 2025/26 and noted the progress and ongoing work in respect of Commissioning Development and the planned actions for 2025/26.

- **Glasgow City IJB Budget Monitoring for Month 8 and Period 9 2024/25**

A report was presented outlining the financial position of Glasgow City IJB as at 15 November 2024 for Council and 30 November 2024 for Health and

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highlighted any areas of budget pressures and actions to mitigate these pressures.

Officers highlighted that SG funding to strengthen multidisciplinary working across health and social care systems will reduce to £40m, which represented a cut of £5.7m. Details of the reductions which are required to stay within the revised financial envelope were provided as well as the impact on services and outcomes. The IJB approved the budget changes noted in the report and noted the update on the reserves, recovery plan and forecasted overspend. The IJB also approved the reductions to programmes required to stay within the funding now provided for multi-disciplinary teams.

- **Glasgow's Housing Emergency**

The IJB received an update on the current pressures facing Homelessness Services following the declaration of a 'housing emergency' in November 2023 and received an update on the Housing Emergency Action Plan and the work being undertaken to mitigate the housing emergency. The IJB noted the significant risks and challenges faced by GCHSCP's Homelessness Service, including significant financial pressures.

- **Multi-Agency Public Protection Arrangements (MAPPA) Annual Report**

A report was presented to highlight the Annual Multi Agency Public Protection Arrangements (MAPPA) report that was published on 29th November 2024.

4. Issues for referral to Standing Committees of the Board or escalation to the NHS Board

There were no issues for referral to other Standing Committees or escalation to the NHS Board.

5. Approved Minutes from IJB Meeting Held on 27 November 2024.

<https://glasgowcity.hscp.scot/publication/glasgow-city-ijb-minutes-27-11-2024-approved>

6. Date of Next Meeting

The next meeting of the Glasgow City IJB will take place on 19 March 2025.