

**OFFICIAL**

**Glasgow City Integration Joint Board  
Finance, Audit and Scrutiny Committee**

**IJB-FASC (M) 08-09-2021**

Minutes of meeting held virtually, via Microsoft Teams, at 9.30am on Wednesday 8<sup>th</sup> September 2021.

**Present:**

**Voting Members**

Ade Aibinu	Councillor, Glasgow City Council
Simon Carr	NHSGG&C Board Member
Jane Morgan	Councillor, Glasgow City Council (Vice Chair)
Rona Sweeney	NHSGG&C Board Member (Chair)
Flavia Tudoreanu	NHSGG&C Board Member

**Non-Voting Members**

Peter Millar	Independent Sector Provider Representative
Sharon Wearing	Chief Officer, Finance & Resources

**In Attendance:**

Duncan Black	Head of Audit and Inspection
Steven Blair	Principal Officer, Business Development
John Cornett	Audit Scotland
Craig Cowan	Business Development Manager
Gary Dover	Assistant Chief Officer, Primary Care and Early Intervention
Allison Eccles	Head of Business Development
Ann Forsyth	Programme Manager - PCIP
Duncan Goldie	Planning and Performance Manager
Gillian Hennon	Head of Finance
Christina Heuston	Assistant Chief Officer, HR
Margaret Hogg	Assistant Chief Officer, Finance
Jackie Kerr	Assistant Chief Officer, Adult Service / Interim Chief Social Work Officer
Claire Maclachlan	Governance Support Officer (minutes)
Eilidh Nelson	Audit Scotland
Stephen O'Hagan	Audit Scotland

**1. Declarations of Interest**

The following declaration was raised.

Peter Millar – Item No. 12, HSCP Performance Report Q1 – Homelessness Section.

**2. Apologies for Absence**

Apologies for absence were noted as above.

**ACTION**

**OFFICIAL**

**3. Minutes**

The minutes of 9<sup>th</sup> June 2021 were approved as an accurate record.

**4. Matters Arising**

The following matters arising was raised.

Item No. 9 – Homelessness Performance Presentation:

Councillor Jane Morgan asked for clarity on the point noted below in the previous minute:

*Members noted it would be helpful to see information over time on the volume of people presenting as homeless to see how much it has increased year by year. This will allow the Committee to understand the overall picture and overall demand.*

*Officers confirm they will provide this information to Members going forward.*

Councillor Jane Morgan asked for the timescales for this information as the minute only notes 'going forward'.

Officers advised the Rapid Rehousing Transition Plan (RRTP) will be presented to the IJB on 22<sup>nd</sup> September 2021 and will include this information.

**5. Rolling Action List**

Allison Eccles presented the Rolling Action List noting there are currently four open actions, three of which remain open with no new updates.

Action Ref No. 7 – Budget Monitoring Month 3 and Period 4 – Allison advised the Unscheduled Care Commissioning Plan is going to the IJB on 22<sup>nd</sup> September which covers this action and can then be closed.

**6. Audit Scotland – Annual Audit Report**

John Cornett presented the draft Audit Scotland Annual Audit Report for 2020/21.

The accounts have been prepared to an incredibly high standard as well as the working papers behind them, the help and support from the Glasgow City HSCP Finance Team in terms of delivering the audits has been fantastic, Audit Scotland want to record their thanks to the Finance Team.

There are no significant audit matters arising in terms of the accounts as well as no identified misstatements which is a really good and positive outcome.

Issues have been highlighted in the report covering financial management and financial sustainability, the financial challenge remains despite all of the additional funding that has come through, this is reflected in the report with a comment added to continue working the way you are with partners to develop a revised financial strategy and to take the organisation forward into the future.

There are comments noted on governance and transparency, fundamentally the key thing for Audit Scotland is the IJB adopted and adapted the governance arrangements to reflect the COVID-19 environment where appropriate changes were made and have operated effectively. Really positive messages around all of this.

The Audit Scotland Annual Audit Report will be presented to the IJB on 22<sup>nd</sup> September 2021.

Members thanked the Glasgow City HSCP Finance Team for all the work on this.

Members questioned why the three areas of improvement (Alcohol Brief Intervention Delivery, Anticipatory Care Plan and Delays) were selected.

Auditors advised this is linked to the wider strategic objectives of the HSCP and the wider strategic objectives working with Partners.

Members questioned in relation to the financial challenges, asking if other IJBs are having similar challenges, and if so, are these issues reported to the Scottish Government in a collective report.

Auditors advised there are similar challenges in other IJBs, there is a national summarised report Audit Scotland complete for the Scottish Government each year, this is called the Local Government Finance Overview Report. There is an intention of a separate section within this report that deals with IJBs and the challenges they are facing which will summarise the key messages and there should be a degree of commonality in the key messages coming out of all of the IJB audits. This report is likely to come out in February 2022, due to the statutory deadline for signing off the accounts for IJBs being at the end of November 2021.

Members highlighted the operational underspend and the reserves, asking how the reserves are being prioritised, and if this should go into service provision.

Auditors advised as a local government body you are statutory required to maintain and ensure there are adequate reserves in place to deal with specific issues that may happen, there are two types of reserves, uncommitted reserves which is the 2% balance which gives the flexibility to respond to issues as they arise, then there are earmarked reserves which is funding you had and set aside for specific purposes. A lot of the COVID-19 funding has gone into the earmarked reserves due to the funding coming late into the 2020 financial year which made it difficult to spend.

Officers advised it is important to have the reserves, as if there is an overspend the reserves will be used to help balance the position.

## **7. Audited Annual Accounts 2020/21**

Sharon Wearing presented the report to update members on the completion of the audit of the Annual Accounts for 2020-21.

Officers updated the Committee with regards to PPE, confirming there is no impact on the IJB accounts in relation to accounting for PPE, this will be accounted through the Health Board and Local Authority accounts.

Members highlighted how well the report has been presented, it reads really well.

### **The IJB Finance, Audit and Scrutiny Committee:**

- a) considered the Audited Annual Accounts 2020-21;**
- b) approved the additional earmarking proposed at 3.2 for onward submission to the IJB and; and**
- c) submitted the Audited Annual Accounts and the associated Annual Audit Report from Audit Scotland to the IJB for approval and signature.**

## **8. Internal Audit – Social Care Provider Sustainability**

Duncan Black presented the report providing details of the internal audit work undertaken in relation to the Social Care Provider Sustainability funding scheme.

Highlighted in the report, there was sample testing undertaken for a sample of 30 provider sustainability payments that were made and there were a few issues identified and Management are planning to undertake a full post event assurance reconciliation to identify any further issues and if necessary, recover any overpayments.

Members questioned after Management have completed their action to do a full reconciliation of all payments made, do Auditors have a follow up action to check this?

Auditors advised there will be a detailed follow up on this and more testing to make sure everything has been captured.

Members asked as well as overpayments, did Auditors find any underpayments, and if so, what was done with them.

Auditors to check this and come back to Members to confirm.

Auditors

Officers advised it's the HSCP Finance Team that manage the provider sustainability payments, Auditors will check specifically around the samples, but Officers noted every time a provider makes a claim the Finance Team reassess this cumulatively and if there are any under or over payments they will be picked up at this point. Providers also have the opportunity to come back if they feel they should be receiving additional funding, and there is an open dialog with all providers with regards to this.

**The IJB Finance, Audit and Scrutiny Committee:**

- a) noted the contents of the report; and**
- b) recommended that the Head of Audit and Inspection submits a further report to the IJB Finance, Audit and Scrutiny Committee on the implementation of the actions contained in the attached Action Plan.**

**9. Internal Audit Update (6 Monthly Report)**

Duncan Black presented the report providing details of the internal audit work undertaken at Glasgow City Council and NHS Greater Glasgow and Clyde that may have an impact upon the Glasgow City Integration Joint Board.

Members highlighted Health do not provide information on actions completed or outstanding, therefore we know what the audit report found but don't know how far this has been acted on. Will Auditors be requesting this information for the report?

Auditors advised this will be raised at a meeting they have planned with Health colleagues, and this information will be included in the next update report.

**The IJB Finance, Audit and Scrutiny Committee:**

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

**10. Internal Audit Follow Up Report**

Duncan Black presented the report to update on the implementation of previously agreed recommendations.

There has been no movement on the recommendations since the last update due to the impact of the pandemic. There are updated management comments and revised dates are included in the report and Auditors are comfortable with the position at the moment.

**The IJB Finance, Audit and Scrutiny Committee:**

- a) noted the progress made in terms of the recommendations implemented; and**
- b) requested that the Chief Internal Auditor will submit further reports on the implementation of all of the recommendations which are still recorded as being outstanding.**

**11. Internal Audit Chief Auditors Annual Report 2020/21**

Duncan Black presented the Chief Internal Auditor's Annual Report for 2020/21.

Highlighted in the report, the Delayed Discharge audit has been completed and there are no significant issues identified in the design of this control environment from the IJBs point of view. However, reporting back on this has been paused as Auditors are intending to do a broader deep dive piece of work to look into individual cases, along with the NHS side, and look at what may be causing any delays in discharging. Therefore, a full report on this will be brought to the IJB Finance, Audit and Scrutiny Committee (FASC) later in the year.

With regards to the work on IT arrangements, Auditors have confirmed the IT models and governance structures around this appear to be reasonably designed. However, more work is required due to delays in escalation and resolution of significant issues and long standing issues relating to IT, and identified issues in relation to licensing arrangements and the way the strategic requirements of the IJB are being reflected in the contract the Council has with CGI that the IJB relies on. Due to this a wider piece of work is being done on the CGI contract as it stands with Glasgow City Council and other parts of the Council group and will report back on this in due course. The specific report Auditors looked at with regards to IT will come to the IJB FASC October meeting.

The overall opinion is one of reasonable assurance, no major issues, but the advice to the IJB FASC is to keep an eye on IT and the initial report which will come to the next meeting, and the further work that is being done later in the year.

## OFFICIAL

### ACTION

Members asked if Auditors have a three year audit plan, or is this just annually.

Auditors advised the intent is to do this on an annual basis, but this will be kept under review on an ongoing basis, especially due to the pandemic.

Auditors advised they will be meeting with Management over November 2021, December 2021 and January 2022 to pull together an outline audit plan with regards to the pandemic and will be brought to the IJB FASC to seek views on this.

Members questioned if the IT report will include testing and robustness of the IT systems to external attack, noting ransomware attacks are becoming increasingly common and its extremely important to keep checking the robustness of the systems.

Auditors advised this is a key area and have been doing a lot of work on this. Auditors agreed to incorporate reference to what has been done to date around this and the future plans for cyber assurance as part of the report coming to the IJB FASC in October 2021.

Auditors

#### **The IJB Finance, Audit and Scrutiny Committee:**

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

#### **12. HSCP Performance Report Q1**

Allison Eccles presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 1.

Officers highlighted the main theme running through the report is the breadth of impact COVID-19 has had across all services, and for many different reasons.

Members noted 50% of the performance indicators are red, and most have been red for more than 2 quarters now. At what point does this need to be reviewed and is there a point at which something different needs to be done in terms of what we are recording or how we are dealing with this?

Officers advised there is a plan for recovery. Officers agreed they would discuss this with the Assistant Chief Officers to see if there is something that can be done in the interim then the indicators can be reviewed at the beginning of the year, as at this point in time things can't go back to normal due to the pandemic.

Officers

Members questioned the negative publicity regarding Anticipatory Care Plans, what is the negative publicity and how is this being corrected.

## OFFICIAL

## OFFICIAL

Officers advised they would take this point away and ask for update from Stephen Fitzpatrick on this.

## ACTION

Officers

Members noted the Health Board submit recovery plans and are currently on RMP3 and asked if something similar is done for the Social Care Sector.

Officers advised Social Care is part of this, the RMP3 includes Health and Social Care and input from all HSCPs, as well as the Community Care Services.

Officers advised as well as the recovery plans, there are additional requests from the Scottish Government. An example would be additional funding this year for Criminal Justice in Recovery, Children and Families Mental Health in Recovery, Mental Health in Recovery including CAMHS in Recovery. Officers advised they would find a way to show all of this, as these do go through the IJB but need to be reflected at this Committee.

Officers

Members suggest having interim measures to track the progress on the ultimate targets.

Officers advised from a trend analysis all of the indicators still need to be captured to see what impact COVID-19 has had on services, and see how the services have recovered, as well as how the performance is post COVID-19, but Officers advised they would look into the specific red indicators and discuss what can be done in the interim.

Officers

Members asked if they can have visibility of the process as we might get a more robust recovery plan in the areas that need to be involved in an RMP3, areas where the Scottish Government is giving more funding, or areas where a team has not had as much staff absence, need to know this has been a systematic look.

Officers advised there are a lot of aspects to this, one is how the services recover and the impact on staff. One of the things that have been set up the whole way through the pandemic is there has been a group looking specifically at COVID-19 and the operational challenges. There is now an Accommodation and Recovery Group where recovery plans are shared, these are also shared with staff side and Trade Unions. There is a process in place for the recovery plans for review and agreement before the plans are implemented to ensure they are complying with all the rules and guidelines. All reports on the plans for additional monies also go through the IJB for approval. Staff welfare is a huge aspect of this also, and risk assessments were done on staff individually as well as risk assessments on buildings and services and this has been a continued process all the way through the pandemic.

## OFFICIAL



## OFFICIAL

Officers advised they would meet to discuss how an update can be pulled together on all of this as there has been a lot of work and this has been a significant challenge.

**ACTION**  
Officers

Members asked if there is a way to distinguish the indicators that are historic and the indicators that are covid related, as well as the indicators that have gone red since the pandemic started.

Officers advised they would discuss this with Duncan Goldie and add a table to the report to differentiate all of this.

Officers

Members highlighted a lot of the indicators that are red and the spiralling effects are based on staff issues which are beyond our control. There are restrictions in place that are not set up by ourselves, as well as guidelines, it's only natural to fall away from these targets if we have to implement the new guidance, and this is having more and more impact on us trying to achieve the targets.

Officers advised this is correct, during this pandemic staff have been dealing with emergency services, child protection, etc. therefore there is a backlog, and although staff can now do visits, there is still a backlog to catch up on.

Officers advised they would have a discussion with the Assistant Chief Officers to look for a projection on where they think they will be in April 2022, if they think the indicators are still likely to be red, or whether they will change to amber or green, and if there are forward plans on looking at when the services will be back to a new normal. Part of the issue is when things start looking to get back to normal, there is then another spike with regards to COVID-19 which impacts on trying to move forward.

Officers

Members questioned the decrease of 3% over the past 12 months in Self Directed Support and Personalisation, asking if a performance target can be added on this to compare how we are doing over time.

Officers advised the decrease is due to the impact of people not coming forward to request services last year due to the pandemic, and this year there is an increase in demand. Officers advised they would look at how this can be added, as this is not a performance indicator, it's about trends and demand for services.

Officers

### **The IJB Finance, Audit and Scrutiny Committee:**

- a) noted the attached performance report;**
- b) considered the exceptions highlighted in section 4.3; and**
- c) reviewed and discussed performance with the Strategic Lead for Primary Care.**

OFFICIAL

### 13. Performance Presentations

#### Primary Care

Gary Dover and Ann Forsyth delivered a presentation on Primary Care performance for Quarter 1 2021. The presentation is available on the Glasgow City HSCP website.

Members questioned the Community Link Workers (CLWs), from the data there are only half of the GP practices that have access to CLWs, what are the reasons for this.

Officers advised nationally the funding was done on a NRAC basis, there was a process to calculate numbers of practices that could be covered using the funding on the NRAC formula, practices were then ranked based on this then made sure the practices had the facilities to take on the CLWs.

Members highlighted the Mental Health Assessment Unit. This was tremendously successful and has taken a lot of pressure off GPs and A&E, so why have we not thought about this before, and how was this done so quickly.

Officers advised responding in a crisis is different to responding in normal circumstances, there are a lot of processes to go through in normal circumstances. Responding in a crisis moves things along more quickly. There is learning from this, how quickly this was achieved and such a great success.

Officers noted they would think about the good things that have happened as a result of the pandemic and how this can be reported back to the Committee.

Officers

Members asked if there is feedback from patients on the MH Assessment Unit.

Officers advised they don't currently have this detail but could check with the appropriate Assistant Chief Officer and update Members.

Officers

Members questioned what happens when the funding runs out.

Officers advised there are three priority areas: CTAC Transfer, Vaccinations and Pharmacotherapy, this is where the funding is going. Officers noted in terms of the transitional payments, the lead group in the Scottish Government didn't have the roadmap for transitional payments, but what has been made clear is that every HSCP across the country is measuring what success means quite differently. The Scottish Government are working on standardisation across the country so that HSCPs know when transitional payments will be triggered.

## OFFICIAL

## ACTION

Officers advised they have raised a number of times with the Scottish Government that there is not sufficient funding for the Primary Care Improvement Plan (PCIP), discussions are ongoing regarding this.

Members raised concern regarding patients' experience trying to make GP appointments and asked if there was data collection of the waiting times for appointments and the transparency of this data.

Officers advised they are data light with regards to primary care and don't have the same amount of data that is received for hospitals where you can look at waiting times, etc. The data sources are not available for primary care which is an issue. There is a patient survey that is completed every few years but this doesn't give the recent and up to date data required. There isn't much that can be done as this is national systems developed on a national basis.

Members suggested raising this issue as an IJB at a national level, having national discussions about the importance of this data collection and the transparency of the data collection, and this being part of the GP contract.

Officers advised they need to have a conversation with the Clinical Directors to get their views and thoughts on this. Recently the Clinical Directors have been under significant pressure and there is no data to back this up.

Officers agreed to have a discussion with the Clinical Directors to find out the best way to take this forward.

Officers

Officers advised as part of the PCIP, there will be a patient survey later in the year.

Members questioned if Officers could find ways of cataloguing the benefits that are being discovered during the pandemic, the new ways of working. This is useful for learning lessons to take this into the future as we don't want to slip back into the old ways of working when the pandemic ends. Members suggested a development session with regards to all of this, having a group discussion to keep the creativity going into the future, and the Maximising Independence Programme Board would be interested in this also.

Officers agreed to look into this, bring examples together on the new ways of working and learning and bring a discussion to an IJB Development Session.

Officers

## OFFICIAL

#### 14. **Glasgow City IJB Budget Monitoring Report for Month 3 and Period 4 2020/21**

Margaret Hogg presented the report which outlines the financial position of the Glasgow City Integration Joint Board as at 30<sup>th</sup> June 2021 (Health) and 2<sup>nd</sup> July 2021 (Council) and highlights any areas of budget pressure and actions to mitigate these pressures.

Officers advised the HSCP is reporting an overspend of £259k and this is reflective of the discussions from the Committee meeting today, and there is an increase in demand for our services which is explained within the report. If this demand remains at the end of the financial year, the general reserves will be drawn down to meet the overspend.

Members questioned if there is an overspend of £259k in the 1<sup>st</sup> quarter, where will the HSCP be at the end of the year.

Officers advised its' too early to know where the overspend will be at the end of the year, Officers have a monthly meeting to have an overview of where the HSCP is financially to understand the direction of travel. Demand is a big issue. Officers are doing a deeper dive in this to understand the specific cause and will be in a better position once this has taken place to know where the HSCP will be at the end of the year. There will be an outturn position presented to the IJB in December where the forecast of the year will be included.

#### **The IJB Finance, Audit and Scrutiny Committee:**

- a) noted the contents of this report; and**
- b) approved the recurring funding for the packages of care outlined at section 5.2.4.**

#### 15. **Clinical and Professional Quarterly Assurance Statement**

Jackie Kerr presented the Clinical and Professional Quarterly Assurance Statement on the clinical and professional governance arrangements for the HSCP until June 2021.

Officers advised there are some amendments to the professional governance arrangements that are not highlighted in the report, Jackie advised she would speak to Pat Togher regarding this.

There is an Adult, Clinical and Care Governance Group and the Social Work Professional Governance Board has had its terms of reference and membership reviewed. It will be including more front line staff and inviting the Mental Welfare Commission on this also. Universities and the Care Inspectorate are already included in the Board, but also want to look at representation of service users and carers.

Officers

The self-evaluation activity across the HSCP is included in the report and is particularly relevant in relation to Adult Support and Protection as a multi-agency inspection is due in 2022.

Members questioned if there was a way to know if the disseminated learning points have evolved into practice.

Officers advised there are processes at the end of an SCR, an action plan is created which is then disseminated to a range of staff and multi-agency key partners. These are also reviewed through the local management review processes which look at how the learning is disseminated and how the learning has been implemented into practice.

### **The IJB Finance, Audit and Scrutiny Committee:**

**a) considered and noted the report.**

## **16. Attendance Management**

Christina Heuston presented a report which advises of the latest absence levels across Glasgow City Health and Social Care Partnership.

Officers highlighted the figures in the report are based on July, there has been a lot of change since these figures were issued. The Social Work figure today is over 300 people now off with COVID-19, this figure is significantly higher than the figure within the report. In NHS the figure today has gone up to over 130 people off with COVID-19. The picture is changing daily with the absence levels. The COVID-19 absence is a combination of self isolation and increasing COVID-19 positive people. As a consequence of this there are staffing issues.

The HR Team are focusing on individual action plans, and this is very difficult due to the increasing numbers.

Officers advised the employee numbers have been missed from the report, Officers confirmed this will be added to the next report.

Officers

Members noted the sharp increase in absence in Older People Services compared to the last report, asking what are the impacts on Older People Services due to this.

Officers advised there was a re-categorisation done, the Older People Care Homes used to sit in this category, but they are now in the Care category, therefore there is a much smaller staff group in the Older People Services category. The increase in absence will affect assessment and care management.

Officers advised hospital discharges are being prioritised as well as people who have the highest priorities are still maintaining their service, this will be kept under review.

Officers advised there has been a lot of recruitment in Home Care, as well as students coming into the system, although there is still a challenge and there is still an impact in service due to absences. Day Care is now back up and running which meant there had to be recruitment into support Residential, as the Day Care staff were working with Residential when Day Care was closed. There is also recruitment for Social Workers.

**The IJB Finance, Audit and Scrutiny Committee:**

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

**17. Risk Management Quarterly Update**

Allison Eccles presented the report which provides an update on the status of the risk registers being maintained within the Glasgow City Health and Social Care Partnership. This report covers the review carried out in July 2021 in respect of changes to risk in the quarter ending June 2021.

Officers advised the report covers 1<sup>st</sup> April 2021 to 30<sup>th</sup> June 2021.

There are no new risks added or removed over this period for the IJB risk register. There were no increased risks and two existing risks decreased.

For the Social Care risk register no risks increased or decreased over the period. There were four new risks added and two risks removed.

No risks increased or decreased in this period for the Health risk register. There were three new risks added.

Mitigating actions to all of these are in the risk register within the report.

**The IJB Finance, Audit and Scrutiny Committee:**

**a) noted the report; and**

**b) noted the current highest risks on the Integration Joint Board, Social Care and Health Risk Registers.**

**18. Integration Joint Board Property Strategy 2019-2022 Update**

Gillian Hennon presented the report which provides updates on the progress on Glasgow City IJB's Property Strategy 2019-2022 in support of the delivery of the IJB's Strategic Plan.

Officers advised this report covers the period of October 2020 to September 2021.

Officers highlighted table 1 of the report shows the projects that are concluded and closed out in the reporting period in the last 12 months, and table 2 documents the projects that are still in flight, and projects that have been added in the last reporting year.

The property strategy is coming back to the IJB in March 2022 which will cover the 3 year period and will be updated to reflect the projects.

**The IJB Finance, Audit and Scrutiny Committee:**

- a) noted the contents of the report; and**
- b) noted that this report provides monitoring and scrutiny of the IJB's Property Strategy.**

**19. Next Meeting**

The next meeting was noted as Wednesday 20<sup>th</sup> October 2021 at 9.30am via Microsoft Teams.