

**GLASGOW CITY INTEGRATION JOINT BOARD  
FINANCE AND AUDIT COMMITTEE**

**IJB-FAC (M) 05-09-18**

Minutes of meeting held in the Boardroom, Glasgow City HSCP,  
Commonwealth House, 32 Albion Street, Glasgow, G1 1LH  
at 9.30am on Wednesday, 5<sup>th</sup> September 2018

**PRESENT:**

**VOTING MEMBERS**

|                     |   |
|---------------------|---|
| Cllr Ken Andrew     | Councillor, Glasgow City Council              |
| Bailie Ade Aibinu   | Councillor, Glasgow City Council              |
| Simon Carr          | NHSGG&C Board Member (Chair)                  |
| Ross Finnie         | NHSGG&C Board Member                          |
| Anne Marie Monaghan | NHSGG&C Board Member                          |
| Cllr Jane Morgan    | Councillor, Glasgow City Council (Vice Chair) |

**NON-VOTING MEMBERS**

|                |  |
|----------------|--|
| Peter Millar   | Independent Sector Provider Representative |
| Sharon Wearing | Chief Officer, Finance and Resources       |

**IN ATTENDANCE**

|                 |  |
|-----------------|--|
| Mike Burns      | Assistant Chief Officer, Children's Services |
| Sybil Canavan   | Head of HR                                   |
| Allison Eccles  | Head of Business Development                 |
| Richard Gass    | Welfare Rights and Money Advice Manager      |
| Duncan Goldie   | Planning and Performance Manager             |
| Margaret Hogg   | Assistant Chief Officer, Finance             |
| Clare Hughes    | Head of Specialist Older People's Services   |
| Emma Keggans    | Auditor, Audit Scotland                      |
| Julie Kirkland  | Senior Officer (Governance Support)          |
| Fiona Moss      | Head of Health Improvement and Equalities    |
| Stephen O'Hagan | Senior Audit Manager, Audit Scotland         |
| Sheena Walker   | Governance Support Officer (Minutes)         |

**1. DECLARATIONS OF INTEREST**

Cllr Morgan declared an interest as a trustee of a child care trust.

**2. APOLOGIES**

There were no apologies for absence.

**3. MINUTES**

The minutes of the meeting held on 13<sup>th</sup> June 2018 were approved as an accurate record subject to the amendment raised by Cllr Morgan on page 3, Item 8.

**ACTION**

#### **4. MATTERS ARISING**

Allison Eccles provided an update to the query of the previous minute at Item 6, page 2; confirming that there was a legislative requirement for members of Locality Planning Groups to be members of the Strategic Planning Group. This took place and the HSCP went beyond requirements.

#### **5. ROLLING ACTION LIST**

Allison Eccles presented the Rolling Action List advising that this was for information and noting.

#### **6. AUDIT SCOTLAND – GLASGOW CITY IJB 2017/18 ANNUAL AUDIT REPORT (DRAFT)**

Emma Keggans presented the Glasgow City Integration Joint Board 2017/18 Annual Audit Report (Draft) to the Committee advising that the audit opinion was outlined in Appendix A; and also included within the annual accounts. The ISA260 letter outlined specific issues and included significant findings; and any unadjusted errors. There were no unadjusted errors reported. The audit report was presented to the Committee for consideration and to remit to the IJB on 19<sup>th</sup> September for approval. The key message from the report was an unqualified opinion; and acknowledged that there was sound budgeting processes in place.

A further key message was that the IJB should continue to engage with the Council regarding the transfer of Cordia homecare services by 30<sup>th</sup> September. The significant findings were outlined at Exhibit 3 of the report, which included one change to the accounting treatment in hosted services. An action plan for 2017/18 was detailed at Appendix 1 which provided detail of recommendations, agreed management actions; and timescales and follow up points from the 2016/17 audit. Officers extended thanks to HSCP officers for their support in producing the report.

Members discussed the Cordia transfer, and the budget pressures and financial risk around overspending on service provision currently borne by Cordia, as purchased service prices could potentially rise in year. Cllr Andrew, as Chair of Cordia, highlighted challenges of in year savings and increasing demand. Sharon Wearing advised that budget work was outstanding at this stage, but a report would be presented to the IJB on 19<sup>th</sup> September as part of the due diligence process.

Members also requested an update on the assisted home garden maintenance review. Officers advised that work was on-going; a report was presented to the Council's Wellbeing, Empowerment, Communities and Citizen Engagement City Policy Committee to raise awareness, but further analysis was required.

Officers also provided an update to members on the information sharing protocol, advising that a draft had been received for officers to review; this would then be shared with the NHS and signed off by end September.

#### **7. AUDITED ANNUAL ACCOUNTS 2017-18**

Margaret Hogg presented a report to update members on the completion of the audit of the Annual Accounts 2017-18. During the course of the audit a number of presentational adjustments were identified and have been updated. There are no unadjusted misstatements. Officers referred to section 4.2 detailing one error identified; this had been adjusted and corrected in the audited financial statement; and there was no impact on the bottom line. The Committee were asked to consider the report and remit this to the IJB for approval on 19<sup>th</sup> September.

- a) considered the audited Annual Accounts 2017-18; and**
- b) remitted the audited annual accounts and the associated Annual Audit Report from Audit Scotland to the IJB for approval and signature.**

**8. CARE INSPECTORATE ACTIVITY – DIRECTLY PROVIDED OLDER PEOPLE’S RESIDENTIAL AND DAY CARE SERVICES**

Clare Hughes presented a report to provide the IJB Finance and Audit Committee with a summary of Care Inspectorate activity within directly provided older people’s residential and day care services in the period August 2017- July 2018. The new Health and Social Care Standards came in to effect in April 2018 and the older people’s inspection was under the new methodology. The care inspectorate grades for residential care homes were outlined in the table in section 4 of the report; and the grades had been maintained or improved since the previous inspection.

In relation to the grades of ‘3’ at Riverside Care Home, officers advised that they were working with the Care Inspectorate on a continuous improvement plan; and the Care Inspectorate was pleased with the progress made. Officers also reported that the grading for Crossmyloof had greatly improved since the last inspection and that good feedback had been received from Inspectors and families.

The grades for day care services were outlined, as per the table at section 5 of the report; and members advised there had been improvement in most areas with high standards of care reported.

Hawthorn House Day Care would be included in the next report; and members were informed that grade 6’s had been received across all themes. The day care unit was seen as sector leading, providing excellent care. Operational planning is underway to deliver the last two new build care homes on Blawarthill and Leithland Road sites in 2019.

Members referred to the grades at Budhill Day Care, querying why there had been a reduction in grades from the previous inspection. Officers explained that there has been a number of staff changes which had impacted staff knowledge of care direct support; officers were conducting some development work with staff and it was hoped that there would be improvement in the next inspection.

The score at Riverside Care Home was also discussed and members queried if more could be done in the transition stage. Officers reported that they had received good feedback on the transition stage. The issue was bringing people together in the dementia unit and the challenges that arose from moving people into one unit. A robust lessons learned exercise was conducted and this would be utilised for the next two care homes; and there would be a phased approach to the transition.

Members were also informed of good examples of community engagement within the care homes, including educational links with local nurseries and physical activities. Officers were also working with Health Improvement to develop work with volunteers.

Members praised the report and the improvements that had been made.

**The IJB Finance and Audit Committee:**

- a) noted the findings of this report in respect of the range of provided residential and day care services inspected and trends in relation to grades awarded;**
- b) noted the introduction of a new quality framework and revised inspection methodology following the introduction of new Health and Social Care Standards in April 2018; and**
- c) noted the progress in relation to Tomorrow's Residential and Day Care service reform programme.**

**9. CARE INSPECTORATE ACTIVITY – CHILDREN'S AND FAMILIES RESIDENTIAL SERVICES**

Mike Burns presented a report to provide the IJB Finance and Audit Committee with a summary of Care Inspectorate Grades / Scores for directly provided Children's Residential Services, and to update on Service Developments. There are currently 20 children's units providing care to 146 young people; and unannounced inspections by the Care Inspectorate typically take place annually. The overall average Care Inspectorate grades were outlined and a summary of scoring for overall quality themes were provided for previous inspections and most recent inspections.

The Care Inspectorate made a number of recommendations and requirements as part of their findings from the most recent inspections across the unit and some of these were outlined in the table at section 4.1. Officers would be focusing on the grades of '3' to ensure these were improved upon and did not risk being graded a '2'. The future developments were also outlined.

Members discussed the grades of '3' for management and leadership and queried what the challenges were. Officers stated that there were challenges around quality and support; there was a need to change culture through coaching and supervision. In the next report to the Committee, officers would include numbers of grades, rather than averages in the report, and also an action plan for improving grades.

**Mike Burns**

**The IJB Finance and Audit Committee:**

- a) noted the findings of this report in respect of the range of directly provided services inspected, themes arising and trends in relation to grades awarded; and**
- b) noted the positive progress in relation to service developments.**

**10. HSCP PERFORMANCE REPORT Q1**

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 1 of 2018/19. Service areas had reviewed the performance indicators and targets for 2018/19; and the summary table on page 10 outlined the changes. The most changes were to the unscheduled care indicators to reflect the national indicators and Ministerial Strategic Group.

Members welcomed the paper and the work of officers in the preparation and presentation of the report format; and were satisfied that there was reasonable measure that performance was where it should be. It was also requested that the item be moved to an earlier point on the agenda for future meetings.

**Officers**

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

- a) noted the attached performance report; and  
b) reviewed and discuss performance with the Strategic Leads for Health Improvement and Children's Services.***

**a) CHILDREN'S SERVICES PRESENTATION**

Mike Burns delivered a presentation on Children's Services performance for quarter 1 2018-19. The key driver's for change in Children's Services were outlined and the short and medium term priorities for reforming Children's Services. Work was taking place with other agencies for a joint approach to child protection and also to respond to poverty.

Mike reported on the progress made in 2017-18 in reducing the number of high cost care placements; reductions in the number of children coming in to care; an increase in the number of children provided with placements; the reduction of looked after and accommodated children; the number of children in kinship care being higher than those in foster care; and of the net savings of £8.3m in budget over the past two years.

The performance of Q1 2018/19 was outlined and of the areas requiring improvement; and the key challenges and opportunities for the future.

The Committee welcomed the presentation and the reduction of high cost care placements. Officers advised that the reduction in high cost placements had been achieved by working with staff to review cases; and that an audit was now taking place to look at destinations of young people.

The Committee agreed that to assess effectiveness of transformation this would be included in the Strategic Plan review and also within the Annual Performance report.

**Allison Eccles**

**b) HEALTH IMPROVEMENT PRESENTATION**

Fiona Moss delivered a presentation on Health Improvement performance for quarter 1 2018-19. There are six performance indicators related to health improvement and performance was reported as positive, with the direction of travel across all targets being achieved. The targets of smoking were outlined and the progress made, but officers acknowledged that the targets were the least they should be doing in the city and that these could be improved upon; and of the benefits this would result in.

Officers also advised that the six targets related to four areas of the Strategic Plan for health improvement. An annual report had been produced and this could be circulated to the Committee. Members were also informed of the NHS financial inclusion service 2017/18 performance; of Health Improvement staffing; the services hosted by Health Improvement and priorities moving forward. Fiona also explained the Burden of Disease, 2015 advising that a Glasgow profile would be available in a few weeks. This highlighted the proportion of disease across Scotland; with almost half being preventable. Health Improvement staff would use this in the city to enhance the impact more.

**Fiona Moss**

The Committee welcomed the presentation and discussed the shift in the highest diseases in the city and also how mental health is related to poverty. Members discussed prevention and questioned how to achieve this. Work would take place with families and partners to encourage a shift and to respond to child poverty and

also illnesses related to food; and food insecurity and obesity. Work would continue to take place structurally across the city.

## **11. GLASGOW CITY IJB BUDGET MONITORING FOR MONTH 2 / PERIOD 3 2018/19**

Margaret Hogg presented a report to outline the financial position of the Glasgow City Integration Joint Board as at 31 May 2018 (Health) and 8 June 2018 (Council), and highlight any areas of budget pressure and actions to mitigate these pressures.

The summary position was net expenditure of £0.607m less than budget to date. The changes to the gross expenditure and income budgets were outlined in the table presented at section 3. An update on the transformation programme was provided and anticipated savings for 2018/19 were £14.398m. Officers also reported on the reasons for budget variances and any mitigating actions.

A copy of the HSCP Senior Management Financial Performance report was also circulated to the Committee for consideration for future budget monitoring reporting. Members agreed that the format of the report was useful and requested that a combination of current and proposed reports are used for future.

**Margaret Hogg**

Members discussed budget pressures over the past years and the difficulty in managing resource placed on the IJB. Officers advised that discussions would take place with the IJB in coming months regarding financial allocations to the IJB.

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

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

## **12. ATTENDANCE MANAGEMENT**

Sybil Canavan presented a report to advise the IJB Finance and Audit Committee of Quarter 1 2018/19 absence levels across Glasgow City Health and Social Care Partnership. There had been an increase in Social Work attendance levels for Q1; and a reduction in Health absence rates for Q1. The service level quarter comparisons for localities for both Social Work and Health were outlined in tables 2 and 3; and table 4 reported on the average days lost. Officers reported on the absence trends, advising that there was an increase in stress related absence for Social Work and Health. Furthermore, musculoskeletal absence reasons remained high within Social Work. In relation to psychological related absences, officers were reviewing these to understand the background; and also review accidents and injuries at work.

The financial cost of absence was discussed and members informed that work continued to establish a model that could identify the additional costs of cover for sickness absence. This would be presented to the Committee on an annual basis.

**Sybil Canavan /  
Christina Heuston**

Officers also reported that to respond to planned absence and compulsory training, peripatetic teams would be introduced, through the recruitment of additional staff, which would reduce the amount of overtime, bank and agency use. The concept was an internal bank of staff, which would also increase the number of staff permanently employed. Members welcomed this concept.

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

***a) noted the content of this report.***

### 13. HEALTH AND CARE (STAFFING) (SCOTLAND) BILL

Allison Eccles presented a report to advise the IJB Finance and Audit Committee of responses submitted to the Scottish Government on behalf of the Glasgow City Integration Joint Board, on the Health and Care (Staffing) (Scotland) Bill. The responses were appended to the report for noting.

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

***a) noted the attached consultation responses on the Health and Care (Staffing) (Scotland) Bill and its financial implications as set out in the accompanying Financial Memorandum.***

### 14. WELFARE RIGHTS AND MONEY ADVICE PERFORMANCE REPORT 2017-18

Richard Gass presented a paper to report on the performance of Glasgow City Health and Social Care Partnership's (GCHSCP) Welfare Rights and Money Advice Team for 2017-18 including details of the money advice provision commissioned by the Health Improvement Team; and provide an overview of advice provision within Glasgow City.

Richard outlined the advice provision, both internal and external. The Committee were informed of future changes including working towards accreditation of the National Standards for Information and Advice. The introduction of Universal Credit was a challenge for the future and for service users. A report was presented to the IJB Public Engagement Committee including an action plan of support measures that were being put in place. The HSCP had received funding within the Welfare Rights and Money Advice Team for temporary additional resource so that the HSCP could work collaboratively with the wider advice network and to mitigate issues. An event on Universal Credit had also taken place with over 200 people in attendance.

The Committee requested that a report be presented at a future meeting on the impact of Universal Credit on service users, when this was known.

**Richard Gass**

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

***a) noted the content of this report; and  
b) instructed the HSCP to incorporate HSCP Welfare Rights and Money Advice performance into HSCP/IJB routine performance reporting arrangements.***

### 15. RISK MANAGEMENT QUARTERLY UPDATE REPORT

Allison Eccles presented a report to provide an update to the IJB Finance and Audit Committee on the status of the risk registers being maintained within the Glasgow City Health and Social Care Partnership. The changes to the Integration Joint Board and Social Work risk registers were outlined. Members were informed that the Health risk register was being reviewed and that there was a range of activity across the management teams to review registers.

Members welcomed the report and the work involved in reviewing the risks; and requested that the report be placed earlier in the agenda for future meetings.

**Officers**

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

***a) reviewed the content of this report;***

***b) noted the current highest risks on the Integration Joint Board, Social Work and Health risk registers, and;***

***c) approved the recommended update and correction to the IJB Risk Management Policy Framework on behalf of the IJB.***

## **16. NEXT MEETING**

The next meeting will be held at 9.30am on Wednesday, 10<sup>th</sup> October 2018 in the Boardroom, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH

The meeting ended at 1pm