

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

IJB-FAC (M) 05-12-18

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

PRESENT:

VOTING MEMBERS

Bailie Ade Aibinu	Councillor, Glasgow City Council
Cllr Ken Andrew	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

Sybil Canavan	Head of H R
Craig Cowan	Business Development Manager
Allison Eccles	Head of Business Development
Duncan Goldie	Planning and Performance Manager
Margaret Hogg	Assistant Chief Officer, Finance
Ann Marie Rafferty	Assistant Chief Officer Public Protection & Complex Needs
Sheena Walker	Governance Support Officer (Minutes)

APOLOGIES

Jillian Campbell	Internal Audit
Christina Heuston	Head of Corporate Services

1. DECLARATIONS OF INTEREST

Simon Carr declared an interest in producing a short film for Health Care Improvement Scotland on primary care and homeless people; and also writing a report for Health Improvement Scotland on the health interface with rapid rehousing transition plans.

2. APOLOGIES

Apologies for absence were noted as above.

3. MINUTES

The minutes of the meeting held on 10th October 2018 were approved as an accurate record, subject to the amendment raised to item 6, Internal Audit Integration of Services.

ACTION

4. MATTERS ARISING

A matter arising was raised under item 12, Homelessness Strategy – Progress and Update and the action for officers to confirm if the independent work undertaken by the Scottish Housing Regulator (SHR) was an evaluation or an inspection. Officers confirmed that this work was an evaluation and that the recommendations by the SHR were required to be implemented.

An update was also provided to the actions listed under item 6, Internal Audit – Integration of Services as outlined below:

- An initial follow up has been undertaken and the recommendations have been implemented.
- Officers looked at three projects regarding the review of communication arrangements:

Admin Services – at the time of the audit due to the stage of the project employee engagement had taken place and wider stakeholder engagement had still to take place.

Older People Services – whilst a communication strategy including stakeholder engagement had been prepared, no evidence of stakeholder engagement was available at the time of the audit. We were informed that this had not been undertaken due to the fact that this area was still being developed as a model and they did not have anything to engage on at the time of the audit.

Occupational Therapy - an OT Communications Plan was developed as part of the process and identifies the following groups that should be incorporated into the communications process:

- Public
- Partnership staff
- Agencies with links to Occupational Therapy
- External groups who are involved with Occupational Therapy

The auditor was provided with evidence of stakeholder engagement taking place for the integration of OT services. This included copies of presentations that had been made to service user groups as part of the OT review and questions / quotations showing service user views that had been captured.

An update was also provided for the action at item 7, Internal Audit Update (April-September 2018) for a timescale to be included for the implementation of the administration arrangements for Direct Payments to service users. Officers advised that this is ongoing, as a high priority project; and were awaiting expected timescale from Strategic Innovation Team.

5. ROLLING ACTION LIST

Allison Eccles presented the rolling action list advising this that was for information and noting. A verbal update would be provided to members later in the agenda for rolling action reference numbers 7, 19 and 22. Members were also informed that there was no date at this point for the set aside budget.

6. HSCP PERFORMANCE REPORT Q2 2018/19

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 2 of 2018/19. There were 102 indicators for Quarter 2 and there had been a change in status for 26 indicators. The exceptions were outlined in the table at 4.2 of the report; showing those indicators that were RED and also those that had been RED for two or more successive quarters. Officers advised that it was hoped that there would be a RAG status for the GREY indicators in future reports.

Members referred to indicator 19, the percentage of patients who have their first contact with a Dementia Linkworker within 12 weeks and queried the low performance.

Officers advised that performance was not at the levels hoped and that training and additional recruitment was taking place. Officers were also working with Alzheimers Scotland on an action plan; the specific information of the action plan would be circulated to members.

Duncan Goldie

Members discussed delayed discharges and were advised that there had been an increase in bed days lost. Officers reported that AWI beds and issues with status in legislation had impacted upon bed stays. The Scottish Government are looking at the challenges in AWI. The recording of bed days lost was also discussed and members informed that these were reviewed and signed off for key reporting dates.

The Committee were advised of processes for reporting and monitoring at a locality level; and actions are taken to improve performance. A number of factors can effect performance and that examples of how performance variation is incorporated in the Locality Plans would be provided to the Committee.

Duncan Goldie

Members also requested further information on new Accident and Emergency attendance; to provide an understanding of why there is a continuous rise.

Duncan Goldie

The IJB Finance and Audit Committee:

- a) noted the attached performance report; and***
- b) reviewed and discussed performance with the Strategic Leads for Homelessness and Human Resources.***

a) HOMELESSNESS PERFORMANCE Q2

Ann Marie Rafferty delivered a presentation on homelessness performance for Quarter 2 for 2018/19. Officers advised that the presentation would cover case work performance. A recent development session had taken place on homelessness services and members were provided with an overview of the work of the partnership in a regional and national context.

The Committee were informed of the positive performance percentage of decisions made within 28 days of initial presentation (settled accommodation) in North West, North East and Asylum and Refugee Team; also of the percentage of live homeless applications over 6 months duration at the end of the quarter; and of the number of households reassessed as homeless or potentially homeless within 12 months – city wide as at Quarter 1.

Areas of challenging performance were outlined including that there had been a reduction in performance in the South for the percentage of decisions made within

28 days of initial presentation (settled accommodation). A number of changes had been made over the past month to improve performance and meet targets. The percentage of live homeless applications over 6 months' duration at the end of the quarter were provided for North East and South. Members were informed of the number of resettlement plans in the last quarter and that a further increase was expected for quarter 3.

There were a number of improvement plans in place; the Community Homelessness Teams and the Asylum and Refugee Support team were now centralised and managed by one Service Manager to achieve consistency in approach across the city. A standardised and consistent approach was also implemented to manage the flow of homelessness applications through teams across the city. Performance was now monitored on a weekly and monthly basis across all areas. Community Homeless Teams Management meetings have been established and performance is a standing item on agenda.

There has also been the transition towards a named caseworker approach to assist in minimising time spent in homelessness for individuals and families. A 12 point action plan for the Scottish Housing Regulator is in place; and staff engagement is taking place to gather ideas from staff to streamline services.

Members welcomed the presentation and raised the following questions:

- If the performance measures were the right ones. Officers explained that the measures reported were those required by the Scottish Government; however there was a suite of other indicators that are measured for the services own action plan.
The Committee agreed that the measures would be explored when officers presented again at a future meeting.
- Members acknowledged the success of Ann Marie and her team and the progress made. The development session on homelessness services was also noted as an informative session.
- The Committee discussed the use of bed and breakfasts in the city and that the use appeared concentrated in the North West and South of the city; and that there were social problems related to this.
Officers provided reassurance that the use of bed and breakfasts was based on availability within the city and that these facilities were not available in the North East. Bed and breakfasts were used for emergency response. Officers had to utilise accommodation that was available; and could not influence supply.
- Members welcomed the change in practice to a named person and of the cultural shift and the support from staff to this positive change.
- Governance arrangements were raised in relation to the Committee being presented all the information in relation to performance; and that none of this should be omitted due to the recent development session. The detail provided to the development session cannot form the official part of the governance role of the Committee. Other members added that the development session provided background knowledge to allow members to ask questions; but also stated that officers had to be careful not to repeat information.
The Chair advised that this debate would be discussed at a pre agenda with the Vice Chair to establish a position on the points raised by members.

**Ann Marie
Rafferty**

**Simon Carr /
Cllr Morgan**

b) H R PERFORMANCE Q2

Sybil Canavan delivered a presentation on H R performance for Quarter 2 2018/19. Officers explained that performance is reported to the Committee and also to the Council and Health Board. The Committee were provided with an overview of the workforce profile and advised of the increase in staff through the transfer of Council Care staff. Trends were provided for staff turnover and members advised that there had been an increase in retirements due to mental health status within Health and also staff at retirement age in both organisations. This had been reflected in staff turnover in the past five years.

Performance indicators for health system TURAS (new appraisal system) were provided and the investment in learning and development activity to increase performance. This will have a positive impact upon performance moving forward. Induction rates were also provided and members were informed of case management activity for disciplinary cases; grievances; bullying and harassment – dignity at work; and registration activity for SSSC.

Absence rates were outlined; there was a focus on the health and well-being of staff. A campaign to promote flu vaccinations was ongoing and almost 40% of HSCP staff had been vaccinated; this did not include the figures for Leverndale and Stobhill sites. The figure was reported as a significant increase than previous years.

The development proposals for the future were outlined, including the development of further performance indicators; opportunities for the use of common measures; iMatter and Staff Governance measures, with quarterly meetings taking place with Assistant Chief Officers and H R. Also to look at comparative data across the workforce; and training and health and safety reporting.

Sybil Canavan

The Committee welcomed the presentation and discussed the uptake in flu vaccinations and improving levels. Officers explained that following discussions there was focus in local teams to raise awareness of the flu vaccination and encourage staff uptake. Officers would look at published comparative data to establish if there was any learning to identify further measures to improve immunisation rates.

Sybil Canavan

Members praised officers for the work in supporting staff in dealing with stress and stated that H R support was critical. Officers advised that funding had been provided to support staff activity, focusing on mental health and promoting health and well-being activities. The HSCP had achieved the Gold Healthy Working Lives Award for their work in this area.

7. ATTENDANCE MANAGEMENT

Sybil Canavan presented a report to advise the IJB Finance and Audit Committee of Quarter 2 2018/19 absence levels across Glasgow City Health and Social Care Partnership. Officers advised that there had been an increase in absence for both Health and Social Work; and this was comparative to last year. The main reasons for absence within Social Work were psychological and musculoskeletal related absences. Recruitment was underway within the Children's Residential sector for additional staff, which would be utilised to reduce the need for overtime and agency use to cover absences.

Within Health the primary reason for absence was within the psychological category. The focus of absence reporting would change from Locality to Care Groups and the implementation of eESS (Electronic Employee Support System) will assist with more accurate recording of absence reasons. Managers continued to be

supported through the H R Support and Advice Unit which proactively engages with services where high levels of absence are reported.

Members referred to the absence rates detailed in table 2, Service Level Comparison for Health; and noted that the absence rates in Mental Health Central were lower than other areas. Officers explained that this may be due to the number of administration staff within mental health; and locality staff being more public facing. The future recording of absences by Care Group will provide further analysis and clarity in to the reporting of absence trends.

The IJB Finance and Audit Committee:

a) noted the content of this report.

8. AUDIT SCOTLAND – HEALTH AND SOCIAL CARE INTEGRATION

Allison Eccles presented a report to advise of the key findings of the Audit Scotland report 'Health and Social Care Integration, Update on Progress' and the key recommendations where there is relevance to the Glasgow City Health and Social Care Partnership (GCHSCP) and Glasgow City Integration Joint Board (IJB).

The main findings of the report were outlined at sections 3.2 and 3.3 of the report. Officers reported that a number of the recommendations were current practice of the IJB. An update report would be presented to the IJB in February and include an action plan. It was expected that a joint statement will be made by the Chair of COSLA and the Cabinet Secretary in January.

The Committee discussed the shift in the balance of care and resource from Acute to the Community; and if this was viable. Members highlighted that the set aside budget needed to be resolved and financial resource required at an appropriate scale for the shift. There was a requirement for a whole system approach.

The IJB Finance and Audit Committee:

a) noted the contents of this report; and

b) noted an update report will be presented to the IJB in February 2019.

9. RISK MANAGEMENT QUARTERLY UPDATE

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.

Officers reported that two risks had been closed on the Social Care Risk Register, as detailed at section 3.3. One risk had been on the register since 2011 and had not changed; and the contract had concluded for the second risk. Officers also reported issues with accessing Datix for Health reporting; and that work was progressing to resolve this.

Members discussed the risk due to the OLM contract for CareFirst not being concluded by 31st March and disaster recovery for CareFirst. Officers advised that discussions are taking place with the Council and Strategic Innovation Team; this is out-with HSCP officers' control, but they will continue to raise the issue and in the meantime will operate with this risk. Officers would look at a planning for IT and how to respond to this; as it is a requirement of the Audit Scotland report that IT arrangements are in place.

Allison Eccles

The Committee requested that a report be presented to the next meeting on the practical implications of the OLM contract not being concluded and of the disaster recovery for CareFirst.

Allison Eccles

Members also raised that there were risks on the HSCP register that should be on the Council's Corporate Risk Register and requested that officers review this and link with Council colleagues.

Allison Eccles

The IJB Finance and Audit Committee:

a) reviewed the content of this report, and;

b) noted the current highest risks on the Integration Joint Board, Social Care and Health risk registers.

10. BUDGET MONITORING MONTH 6 / PERIOD 7

Margaret Hogg presented a report to outline the financial position of the Glasgow City Integration Joint Board as at 30 September 2018 (Health) and 28 September 2018 (Council), and highlight any areas of budget pressure and actions to mitigate these pressures.

The summary position is net expenditure of £0.689m less than budget to date. The budget has increased by £8.855m during the period due to monies received on a non-recurring basis for the GP contract and other adjustments as outlined in the table at 3.1.

In relation the transformation programme target for 2018/19, there is an anticipated saving of £13.938m, which is 82% of the target. The main variances to the budget were outlined at section 5 of the report.

Members referred to the earmarked reserves and queried how confident officers were that these would be used for the anticipated projects. Officers reported that the detail of reserves was outlined in appendix 1; and that reserves would be utilised when required. Reserves would be used for Mental Health and Primary Care as these programmes progressed. There was also some slippage for two new care homes; but these would be spent in the next financial year.

Reserves would be reviewed at the end of the financial year; and officers explained that money was spent at different times. There was also an issue of receiving funding too late in the year and not having adequate time to spend the allocation. This would also continue to be reviewed.

The Committee discussed the overspend in Older People Services; and officers explained that this was due to demand growing and activity being higher than planning assumptions. There are also demographic trends and growing need that impacts on spend in this area.

The IJB Finance and Audit Committee is asked to:

a) noted the contents of this report.

11. CLIMATE CHANGE DUTIES REPORT 2017-18

Allison Eccles presented Glasgow City Integration Joint Board's (IJB) Climate Change Duties Report 2017-18, which has been submitted to the Scottish Government. The Health Board and Council had also submit a return.

The IJB Finance and Audit Committee:

- a) noted the report; and***
- b) noted that the IJB's Climate Change Duties Report 2017-18 has been submitted to the Scottish Government, following approval by the Chief Officer, Finance and Resources acting under delegated authority.***

12. NEXT MEETING

The next meeting will be held in the Boardroom, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH. Date to be confirmed.

The meeting ended at 11.50am