

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

IJB-FAC (M) 07-02-18

Minutes of meeting held in the Boardroom, Glasgow City HSCP,
Commonwealth House, 32 Albion Street, Glasgow, G1 1LH
at 9.30am on Wednesday, 7th February 2018

PRESENT:

VOTING MEMBERS

Cllr 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

Hamish Battye	Head of Planning, Older People's Services
Mike Burns	Assistant Chief Officer, Children's Services
Jillian Campbell	Senior Audit Manager, Internal Audit
Sybil Canavan	Head of HR
Stuart Donald	Principal Officer, Business Development (Substitute for Allison Eccles)
Stephen Fitzpatrick	Assistant Chief Officer, Older People's Services
Duncan Goldie	Performance Planning Manager
Will Hart	Chief Auditor, Internal Audit
Margaret Hogg	Assistant Chief Officer, Finance
Emma Keegans	Audit Scotland
Julie Kirkland	Senior Officer (Governance Support)
David McConnell	Audit Scotland
Susan Orr	Head of Children's Services (South)
James Thomson	Commissioning Manager (Adult Services)
Sheena Walker	Governance Support Officer (Minutes)

APOLOGIES

Cllr Ken Andrew	Councillor, Glasgow City Council
Allison Eccles	Head of Business Development

1. DECLARATIONS OF INTEREST

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

2. APOLOGIES

Apologies for absence were noted as above.

ACTION

3. MINUTES

The minutes of the meeting held on 6th December 2017 were approved as an accurate record subject to the amendments raised by Peter Millar on page 2, item 4, and by Anne Marie Monaghan on page 4, item 9.

4. MATTERS ARISING

There were no matters arising raised by the Committee.

5. ROLLING ACTION LIST

Stuart Donald presented the rolling action list informing members that a number of actions had closed and that the remainder had timescales detailed of when a report would be presented to the Committee.

Officers provided an update on reference no. 7 regarding the set-aside budget; advising members that the national group had the first meeting in January and this would be the subject of a future report update as this was progressed at a national and local level. A paper on the budget would also be presented to the IJB in March and would outline implications and risks.

In relation to reference no. 17, the papers on realistic medicine would be circulated to members.

6. GLASGOW CITY INTEGRATION JOINT BOARD ANNUAL AUDIT PLAN 2017/18

David McConnell presented the Glasgow City Integration Joint Board Annual Audit Plan 2017/18 advising that the accounts would be signed off later in the year. The report provided detail of the audit scope and timing; the main elements of risks, financial statements, account issues, budget savings and the audit fee for 2017/18.

Members expressed concern in relation to the increase in fee of 38% from 2016/17, questioning the justification for this. It was also questioned if the fee reflected additional risk and assurance sought that the fee did not reflect the findings of the audit. Value for money was raised and members questioned if there was cross reference of learning experienced from other audits.

Officers from Audit Scotland advised that the fee increase was not unique to Glasgow and was applied to all IJBs. The fee increase was not related primarily to movement in risk; the fee for 2016/17 was set with no previous experience in the work of IJBs and of the volume of work that would be undertaken; the increase for 2017/18 was to reflect that more work was undertaken in the first year than anticipated. The fee would be reviewed next year to identify the rate that would apply. In terms of cross referencing this was carried out across all audits and key learning fed in to the planning process.

The Committee agreed that the Chief Officer, Finance and Resources would write to Audit Scotland raising the concerns of members and would look at the fee next year and compare to this years' fee. Officers advised that concern

**Sharon
Wearing**

regarding the fee had been raised nationally and it had been expected that the fee for the second year would have been the same or less than the first year.

7. INTERNAL AUDIT – DRAFT AUDIT PLAN 2018/19

Jillian Campbell presented a report to the IJB Finance and Audit Committee a draft 2018/19 internal audit plan for the Glasgow City Integration Joint Board. The draft plan was presented to the Committee for comment before the final plan was presented in April. Section 2 of the report detailed the draft areas for inclusion in the plan.

The Chair questioned if a three yearly plan should be considered, with scope to change this if required. Also that in relation to consultation for the areas for inclusion, all IJB members be consulted and not solely the IJB Finance and Audit Committee. Members also proposed that the plan should cross reference the risk register and the high risk items on the register. The importance of auditing risks was highlighted, but that the HSCP should not become risk adverse. It was also requested that the plan include whether items were routine or not and the reasons for this.

Jillian advised that the plan could include areas that had been audited and how these cross referenced to the risk register.

The IJB Finance and Audit Committee:

- a) commented on the draft Internal Audit Plan for 2018/19; and***
- b) instructed the Chief Internal Auditor to submit a final plan to the next Finance and Audit Committee meeting for approval.***

8. REVIEW OF THE PROCESS FOR DIRECTIONS

Jillian Campbell presented to the IJB Finance and Audit Committee the main findings of the following audit report that was issued recently, together with a summary of action taken: Review of the Process for Directions.

A reasonable level of assurance was given with some areas of improvement recommended, as outlined in the action plan. There were no major issues reported and the recommendations had been accepted by management; a follow up report on the implementation of recommendations would be reported at a future meeting.

Members asked that the detail of the resource involved in papers presented to the IJB be included in the directions page. Officers confirmed that as per the recommendation from Internal Audit, this would be included in future reports going forward. The report from Internal Audit would be presented to the HSCP Senior Management Team on 14th February to discuss how the progress of directions was reported.

Members also questioned that if there was overspend in unscheduled care how this would be reported on delivery and performance. Officers explained that this would not take place until the set-aside budget was established but that meetings took place with the Chief Executive and Director of Finance from the Health Board regarding performance; also that services were expected to deliver within budget and would have to respond to any areas of overspend.

**Jillian
Campbell /
Simon Carr**

The Chair asked for a paper to be issued to members on the principles of the set-aside budget to inform them of how this would operate. Officers advised that there was initial guidance from the Scottish Government and that this would be shared with the Committee.

The IJB Finance and Audit Committee:

- a) noted the content of the report; and***
- b) instructed the Chief Internal Auditor to provide follow up reports showing progress towards achievement of the Action Plans arising from audit undertaken.***

9. REVIEW OF COMPLIANCE WITH THE INTEGRATION SCHEME

Jillian Campbell presented to the IJB Finance and Audit Committee the main findings of the audit report that was issued recently: Review of the Compliance with the Integration Scheme. A satisfactory audit opinion was given and there were no recommendations for improvement.

The IJB Finance and Audit Committee:

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

10. TRANSFORMING CHILDREN'S SERVICES

Mike Burns informed members that the purpose of the report is to advise and provide further clarity and detail to the IJB Finance and Audit Committee on the transformational reform in Children's services.

Members were informed of the relevance to the IJ B Strategic Plan and enabling families to help themselves for the first 1000 days of a child's life. This can have a significant impact on adult mental health, addictions and homelessness. There was £6.7m of savings to be made each year in the next 3 years, but with the intent of also supporting families and services delivered through the third sector. Officers reported that the high cost spend out with the authority had reduced by 28, resulting in a saving of £5.8m; and savings were on schedule to be delivered. The savings would result in some reinvestment as outlined in section 3.1 of the report. The risk register appended to the report provided detail of the transformation programme and savings targets; this was managed and governed by senior management. The figures presented were based on a 5% planning assumption and a paper would be presented to the IJB in March on savings proposals for approval.

Members welcomed the report and questioned how the children's services transformation programme would connect to the mental health strategy. Officers advised that there was a whole system approach and a focus on early intervention and prevention.

Members also questioned what happened to the children on high cost care placements, were savings were made, and what services the children were now receiving. Officers reported that children had been brought back to Glasgow and 61% had returned to their families.

It was requested that 'pen pictures' accompany reports to show the impact of transformation on people and what services and models of care were being offered. This should include positive and negative stories to ensure holistic learning. Members also requested more detail in future reports on savings and services that would be protected.

The risk registers were reviewed and members queried the risk level stated, if this was initial risk to current levels; or was this the current position and the risk impact was not yet known. The reporting of the older peoples risk register also differed to the children's services register; and members requested that these correlate. Officers explained that this was the beginning of the transformation programme and the impact was not yet known; the programmes were in the same position and officers would benchmark with other care groups to ensure that reporting was systematic.

The legal system was discussed regarding the high cost care placements and bringing children back to Glasgow; questioning if there were any legal barriers anticipated. Officers reported that there could be legal challenges, but that the children being brought back to Glasgow were not necessarily placed within their families, but that they would continue to look at legal barriers.

There was a discussion on self-directed support and it was agreed that a report on the percentage of families taking self-directed support would be produced.

Mike Burns

The IJB Finance and Audit Committee:

- a) noted the contents of the report and the progress made so far to transform children's services;***
- b) noted the contents of the risk register; and***
- c) discussed and comment on the proposals.***

11. DELIVERY OF THE OLDER PEOPLE'S TRANSFORMATION PROGRAMME

Stephen Fitzpatrick presented a report to outline delivery arrangements for the HSCP's Older People's Transformation Programme.

The strategic context to the report was outlined to the Committee and the anticipated impact of savings attached to the transformation programme. The unscheduled care action plan was appended to the report and work was taking place to reduce the level of unscheduled care. The ISD data, which was objective, showed improvement on the number of bed days lost and it was hoped that the unscheduled care work correlated with the improvement in performance; which also resulted in a positive impact upon Acute pressures.

The risk register was outlined and the committee advised that older people's services was in the same position as children's services in that the impact of proposals was yet to be assessed; and that the risk register would be reviewed going forward.

There was concern raised by members to the increase in support at home and in communities; and the impact that this would have upon women. Officers were questioned as to the impact this would have on the female staff population and if an analysis had been conducted.

Officers reported that they had not reviewed the impact upon the female workforce, but had looked at this through provisions of carer support. However from an employer perspective there were policies in place to recognise carers and the burden placed upon them. Officers would explore the impact upon this group.

Members referred to the continued expansion of the supported living service and questioned how the independent sector was placed in this work. Officers advised that they could discuss this with providers.

Loneliness was also raised by members and that that this was a risk for people living in their own homes. Officers explained that a summit had taken place and that there was work ongoing to mitigate loneliness and support people and also businesses to support people, through investment through community connect.

Care plans and consultation with families was discussed and who had the final say on care plans. Members were informed that the assessment process had not changed, but showed a range of options for people and tried to increase the voice of service users who lacked capacity.

Members requested some further information on telecare and were advised that it was hoped that telecare would provide more options for people going forward; this work was being taken forward with the Scottish Government and Centre of Innovation. This would be used as an enabler for people's choices.

The Committee discussed the figures on unscheduled care and the reduction of bed days lost, as outlined at section 3.1 of the report and if the figures were correct as Health Board members had been advised that there was a 2% increase in bed days lost, which did not correlate with the figures specified in the report. Officers explained that the figures were the latest available figures through ISD for the period January 2017 to October 2017; and that the Acute figures may cover the winter period. Members highlighted the importance of the set-aside budget on unscheduled care and this being agreed.

The IJB Finance and Audit Committee:

a) noted this report.

12. HSCP PERFORMANCE REPORT Q2

The IJB Finance and Audit Committee:

***a) noted the attached performance report; and
b) reviewed and discuss performance with the Strategic Lead for Older People & Unscheduled Care.***

a) OLDER PEOPLE AND UNSCHEDULED CARE - PRESENTATION

Stephen Fitzpatrick and Hamish Battye delivered a presentation to members on the performance for quarter 2 for older people and unscheduled care. Officers reported that an increase in demand was expected in the next 20 years and that age definition was not the best indicator of need. Over the next three years the system would be reviewed to establish what could be changed. The presentation to the Committee outlined the transformation programme and strategic direction for older people; key improvement areas; the key performance areas were highlighted through a number of charts and metrics; there was a focus on unscheduled care and the three strands were detailed. Members were also informed of the key challenges for the future, including the difficulty that would be faced in managing demand.

Members welcomed the presentation and questioned the impact of the new GP contract going forward and also noted that it would be interesting to see the geographical demands on the neighbourhood teams and how this would work at a community level. Officers advised a meeting had taken place with GPs and that there would be challenges as there were a number of factors, including the demand to other clinical performance and the challenge of demand. Officers were aware of risks to GPs and would work through the detail of existing mechanisms.

13. INTERMEDIATE CARE AUDIT

Stephen Fitzpatrick presented a report to inform the IJB Finance and Audit Committee of the findings and improvement actions emerging from the recent audit of intermediate care services. The key findings were presented and members informed that each of the audit recommendations at section 6 of the report would be addressed. The draft implementation plan was a live document and this was managed by service managers and teams.

Members welcomed the report and stated that this provided an indication of where problems lay and the challenges within delayed discharges.

The IJB Finance and Audit Committee:

a) noted the findings of this report.

14. OUTSTANDING 2016/17 SAVINGS FOR CONTINUING

James Thomson presented a report to advise the IJB Finance and Audit Committee of the current situation in respect of delivering the exit from Bupa Rodgerpark Limetree Unit as identified in the NHS Greater Glasgow and Clyde savings plan for 2016/17. James informed members that discussions had been taking place regarding the termination of the contract, and the 5 year clause, however due to the sale of the sites by BUPA this meant that there were now new providers at two sites. The Health Boards Central Legal Office and Procurement department were liaising with providers, as the sale had proceeded without their consent; these discussions were ongoing.

The IJB Finance and Audit Committee:

a) noted the content of this report.

b) noted that an update will be provided once a solution is confirmed.

15. UPDATE ON FINANCIAL PLANNING 2018-2021

Sharon Wearing presented a report to provide an update on the current and future financial commitments of the IJB and the future financial plan. An update was provided on the implementation of the Older People's Residential and Day Care Programme and of the IJB contingency budget as detailed in section 2 and 3 of the report. Officers stated that the biggest pressure on the financial plan was prescribing and that a session was scheduled to work through the challenges.

The base budget uplift for NHS was 2.6%, which had changed since that reported in the paper. In relation to free personal care this would be implemented in April 2019 and there was a national group reviewing the implications.

Members questioned some of the figures detailed. Officers advised that these were assumptions, and that these figures may change. An update would be provided in the report presented to the IJB in March when the budget details were known.

Members also expressed concern in relation to prescribing and short supply; that this was not reducing. Officers confirmed that this was a national issue and would have to be responded to collectively.

The IJB Finance and Audit Committee:

- a) noted the financial implications of the Older People's Residential and Day Care Capital Programme;***
- b) noted the update on the use of the contingency budget of the IJB; and***
- c) considered and agree the financial planning assumptions for the IJB which will be reviewed and updated where required in the summer of 2018 once further information becomes available.***

16. GLASGOW CITY IJB BUDGET MONITORING FOR MONTH 8 / PERIOD 9 2017/18

Margaret Hogg presented a report to outline the financial position of the Glasgow City Integration Joint Board as at 30 November 2017 (Health) and 24 November 2017 (Council), and highlight any areas of budget pressure and actions to mitigate these pressures.

The summary position was net expenditure of £3.208m less than budget to date. The budget changes and transformation programme were outlined and reasons provided for overspends and underspends.

The IJB Finance & Audit Committee:

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

17. ATTENDANCE MANAGEMENT

Sybil Canavan presented a report to advise IJB Finance and Audit Committee of Quarter 3 2017/18 absence levels across Glasgow City Health and Social Care Partnership.

Members were informed that there had been a slight decrease in absence rates from quarter 2 for both Health and Social Work. Section 3 outlined the absence reasons within Social Work; there had been an increase in respiratory related

absence over the winter period and this was also the case in Health absence reported.

A report would be presented to the Committee in April on the cost implications of absences.

The IJB Finance and Audit Committee:

a) noted the content of this report

18. RISK MANAGEMENT QUARTERLY UPDATE REPORT

Stuart Donald 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.

An update was provided on the risk registers for the Integration Joint Board, Social Work and Health; there was a small number of changes and the report was presented to the Committee for noting.

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 Work and Health risk registers.

19. NEXT MEETING

The next meeting will be held at 9.30am on Wednesday, 4th April 2018 in the Boardroom, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH

The meeting ended at 1.10pm