

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

IJB-FAC (M) 04-09-19

Minutes of meeting held in the Boardroom, Glasgow City HSCP,
Commonwealth House, 32 Albion Street, Glasgow, G1 1LH
at 9.30am on Wednesday, 4th September 2019

PRESENT:

VOTING MEMBERS

Jeanette Donnelly	NHSGG&C Board Member
Ross Finnie	NHSGG&C Board Member (Vice Chair)
Cllr Jane Morgan	Councillor, Glasgow City Council (Chair)
Rona Sweeney	NHSGG&C Board Member

NON-VOTING MEMBERS

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

IN ATTENDANCE

Duncan Black	Head of Audit and Inspection, Internal Audit
Steven Blair	Principal Officer, Governance
Gordon Bryan	Operations Manager (Care Services)
Geraldine Cairns	HR People and Change Manager
Simon Carr	NHSGG&C Board Member (Observer)
Jim Charlton	Business Development Manager
John Cornett	Audit Director, Audit Scotland
Craig Cowan	Business Development Manager (Substitute for Allison Eccles)
Stephen Fitzpatrick	Assistant Chief Officer, Older People's Services and South Operations
Duncan Goldie	Planning and Performance Manager
Janet Hayes	Head of Planning and Strategy (Adult Services and North West Locality)
Christina Heuston	Assistant Chief Officer, Human Resources
Margaret Hogg	Assistant Chief Officer, Finance
Jackie Kerr	Assistant Chief Officer, Adult Services and North West Operations)
Julie Kirkland	Senior Officer (Governance Support)
Stephen O'Hagan	Audit Scotland
Pat Togher	Assistant Chief Officer, Public Protection and Complex Needs
Sheena Walker	Governance Support Officer (Minutes)

APOLOGIES

Allison Eccles	Head of Business Development
Cllr Archie Graham	Councillor, Glasgow City Council

1. DECLARATIONS OF INTEREST

There were no declarations of interest.

2. APOLOGIES

Apologies for absence were noted as above.

3. MINUTES

The minutes of the meeting held on 12th June 2019 were approved as an accurate record.

4. MATTERS ARISING

There were no matters arising.

5. ROLLING ACTION LIST

Craig Cowan presented the rolling action list providing an update on the actions detailed. In relation to the set-aside budget; Glasgow was the lead on this work and updates will be provided to the IJB in due course.

Actions for reference numbers 44 and 45 were now closed; a briefing was circulated to the Committee following the June meeting. Reports would be presented later in the year for rolling action reference numbers 19 and 22; and an update would be provided at item 13 of the agenda for reference number 46.

Members asked if there was a timescale for the work on set-aside budget to be reported. Officers advised of the work being undertaken and explained that this linked with the Unscheduled Care and Moving Forward Together programmes. Officers would seek a timescale for the first draft of the plan and advise members when this would be reported.

Sharon Wearing

6. AUDIT SCOTLAND – GLASGOW CITY IJB 2018-19 ANNUAL AUDIT REPORT - DRAFT

Stephen O'Hagan and John Cornett presented the cover letter and draft Annual Audit Report to the Committee; advising that the report summarises the work undertaken over the year and of the financial opinion. The audit was almost complete and an unqualified audit opinion was provided. Officers further advised that there were no significant findings reported and there were no unadjusted misstatements. A draft letter of Chief Finance Officer representation was also appended.

The report was structured around audit dimensions and the key messages were outlined at section 4. Comments were noted regarding financial sustainability. The challenges faced by the IJB were also noted and it was acknowledged that there was awareness demonstrated of these challenges. There was one action identified for the review of financial statements and the opportunity to review from a national perspective. Officers would engage with Audit Scotland in the form and content of the annual accounts for 2019/20, and consider good practice.

The Draft Annual Audit Report will now be presented to the IJB in September, along with the Audited Annual Accounts for 2018-19. Audit Scotland thanked Sharon Wearing, Margaret Hogg and their team for their co-operation and assistance

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during the audit. The Committee also thanked the finance team for their contribution during the audit and presenting papers timely and of a good standard.

The Chief Officer, Finance and Resources thanked Audit Scotland for the smooth process and efforts over the summer.

Members referred to the recommendation outlined in relation to the review of financial statements, querying if Audit Scotland published good practice guidelines. Officers advised that this was not published, but was available for HSCP officers and auditors. However there was good practice guidance, 'Improving the quality of local authority accounts – integration joint boards' published by Audit Scotland in April 2018 and there is an opportunity to revisit this.

Sharon Wearing proposed that Audit Scotland arrange for Neil Cameron to attend a future meeting of the National Chief Finance Officers to discuss.

7. AUDITED ANNUAL ACCOUNTS 2018-19

Sharon Wearing presented a report to update members on the completion of the audit of the Annual Accounts for 2018-19. These had been considered by the Committee in June and members were content to submit to the IJB, following the assurances provided from Audit Scotland.

The IJB Finance, Audit and Scrutiny Committee:

- a) considered the audited Annual accounts 2018-19; and***
- b) submitted the audited annual accounts and the associated Annual Audit Report from Audit Scotland to the IJB for approval and signature.***

8. INTERNAL AUDIT – FOLLOW UP REPORT

Duncan Black presented to the IJB Finance, Audit and Scrutiny Committee an update on the implementation of previously agreed recommendations. During the period from April 2019 to August 2019, the IJB satisfactorily implemented five recommendations. There were five recommendations outstanding; two of which were not yet due. The three outstanding recommendations were outlined at appendix 2 with management commentary provided on reasons why these were not implemented. Reports would be presented to the Committee on the status of these actions, until they were complete.

The IJB Finance, Audit and Scrutiny Committee:

- a) noted the progress made in terms of the recommendations implemented and that the Chief Internal Auditor submits further reports on the status of outstanding recommendations.***

9. INTERNAL AUDIT – REVIEW OF BOARD GOVERNANCE ARRANGEMENTS

Duncan Black presented to the IJB Finance, Audit and Scrutiny Committee the main findings of the following audit report that was issued recently, together with a summary of action taken: Review of Board Governance arrangements.

The audit included looking at terms of reference, papers and minutes of meetings; as well as interviews with the Chair and Vice Chair of the IJB and Committees. The audit opinion is that there are no real concerns. Four recommendations were provided, as detailed in the action plan; with management's response and timescales for completion.

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The members referred to the first recommendation regarding the size of agendas and volume of papers for meetings; and the third recommendation, self-evaluation of the IJB, questioning what these should be measured against. There must be some guidance from Internal Audit and Officers. It was accepted that depth of detail was required in papers to allow members to make informed decisions. Also that there was some differences between the IJB and the Committees and that information was required to make strategic decisions.

Internal Audit officers advised that they would work with management to share examples of good practice elsewhere and look at alternative means of sharing papers. Officers would also recirculate the assurance mapping, which provided guidance on what should be presented to the Committee. In relation to self-evaluation this will be driven by members, but officers would share examples from other areas.

Sharon Wearing advised that there was a lot of discussion on frequency of meetings and the agenda, and that some measures had been put in place to support this, such as links to previous reports; discussions at developments sessions; and opportunity to ask questions before meetings. It was proposed that officers and Business Development staff meet with Internal Audit to explore options; and produce a paper for members' consideration, to be discussed at a development session. Members also noted that self-evaluation would be explored through the development sessions.

The Committee noted the comments from members and welcomed the recommendations from Internal Audit, acknowledging that there was some work to do to progress these.

The IJB Finance, Audit and Scrutiny Committee:

a) noted the content 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.

10. CARE INSPECTORATE ACTIVITY – OLDER PEOPLE RESIDENTIAL AND DAY CARE

Stephen Fitzpatrick presented a report to provide the IJB Finance, Audit and Scrutiny Committee with a summary of Care Inspectorate activity within directly provided older people's residential and day care services in the period August 2018 - July 2019.

Officers advised that Table 1 outlined the grades awarded by the Care Inspectorate for five older people's residential services delivered by Glasgow City HSCP. Positive grades were received; and there was one satisfactory grade at Riverside Care Home regarding 'How good our staff team is'. This was due to a new staff team coming together and the Committee was assured that work was underway to improve the grade, including training to develop staff skills and supporting the staff group.

No requirements were received and a total of 10 "areas for improvement" were made across all five residential care services that received an unannounced inspection during the reporting period; as detailed in Appendix 3. All areas have a robust action plan.

Allison Eccles

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Officers advised that the last two new build care homes were due for completion in Autumn 2019, as part of the Tomorrow's Residential and Day Care Service Reform Programme.

Members sought more detail of the involvement in the community in the development of the new care homes. Officers advised of the background to the care homes and how the size and location was determined. Residents were actively involved with the community; there are links with nursery schools, primary schools and health services.

The Committee noted the recommendations and it was agreed that management response and timescales would be included in future reports.

Stephen
Fitzpatrick

The IJB Finance, Audit and Scrutiny 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.***

11. CARE AT HOME AND HOUSING SUPPORT SERVICE – CARE INSPECTORATE AUDIT RESULTS 2019

Gordon Bryan presented a paper to advise the IJB Finance, Audit and Scrutiny Committee of the outcome of the inspection of care services provided by Glasgow City HSCP, which was undertaken by the Care Inspectorate in March 2019 for the 6 registered services, covering Housing Support Services and Care at Home Services.

The grades awarded for North East, North West and South were '4' across all areas. There was one recommendation made across all areas; an additional two in South and an additional one in North East. The recommendations were detailed at Appendix 1 and continuous improvement plans were in place; which would be complete by the end of the year.

Members asked for further detail on the Care Inspectorate methodology and how high ratings were awarded. Officers explained that there are anonymised questionnaires completed by the family or service user, with a 38% return rate. Focus groups also take place three times per year; and the Care Inspectorate attends visits in the communities.

The IJB Finance, Audit and Scrutiny Committee:

- a) noted the content of the report and the audit findings.***

12. CARE INSPECTORATE ACTIVITY – CHILDREN'S AND FAMILIES RESIDENTIAL

Pat Togher presented a report to provide the IJB Finance, Audit and Scrutiny Committee with a summary of Care Inspectorate Grades / Scores for directly provided Children's Residential Services, and to update on Service Developments.

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The overall average score for most recent and previous inspections was outlined at section 3.1; and the appendix provided scores for each of the individual homes. The summary of scoring for all quality themes were outlined in the table at 3.6; this showed the percentage of grades awarded across each of the quality themes for all homes for the most recent, and previous inspections.

The Care Inspectorate made a number of requirements and recommendations as part of their findings from the most recent inspections across the 20 homes; these were detailed at Appendix 3; and officers were confident that these would be met.

Members discussed the report and requested that future reports do not focus on average scores in the body of the paper but also present the range of scores across a theme e.g. by bar chart.

Members also requested that positive performance is included; and that officers are mindful of language used and that the term 'high cost placements' is not used but placements best suited to the child's needs, rather than this being about cost. Officers confirmed that placements are made based on those that meet the best needs of the child.

The Committee discussed the reporting of all of the Care Inspectorate reports and it was agreed that the reports would be presented annually to the Committee in February. The home care inspectorate activity will be incorporated in to the Older People Services report. There would also be a template produced to ensure that the reports were consistent; and a table will be appended to each report which will outline Care Inspectorate recommendations, management response and timescales.

Assistant Chief
Officers

The IJB Finance, Audit and Scrutiny 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.***

13. CLINICAL AND PROFESSIONAL QUARTERLY ASSURANCE STATEMENT

Pat Togher presented a paper to provide the IJB Finance, Audit and Scrutiny Committee with a quarterly clinical and professional assurance statement. Officers highlighted the process of reviewing and evaluating Significant Case Reviews by the Social Care Institute for Excellence. Officers also reported on the Multi-Agency Public Protection Arrangements (MAPPAs), advising that in relation to level 2/3 cases these are managed with the rigour necessary to mitigate risk wherever possible and governed through the MAPPA Strategic Oversight Group. An annual MAPPA report is also produced and action plan.

The IJB Finance, Audit and Scrutiny Committee:

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

14. HSCP PERFORMANCE REPORT Q1 2019/20

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 1 of 2019/20. The performance indicators are reviewed each financial year by service leads; and there will be changes to future reporting to reflect the Ministerial Strategic Group plan. The exceptions were outlined at section 4.4 and the summary report of performance provided.

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Members questioned the performance rates of the 18 week psychological therapies target. Officers advised that there were issues with recruitment and this was impacting upon meeting targets. A computerised cognitive behavioural therapy tool had been developed and used by patients; and it was hoped that this would assist in meeting targets.

The Child Adolescent and Mental Health Services was discussed and officers reported that if the service was brought back to Glasgow performance would be improved as there would be links to other services to support people. There will be more information in relation to performance once Glasgow manages the service and this will then be shared with the Committee.

Members requested that the report be positioned nearer the start of the agenda to ensure a fuller discussion. Officers will review this and the schedule of service presentations for 2020.

Sharon Wearing

The IJB Finance, Audit and Scrutiny Committee:

- a) noted the attached performance report;***
- b) considered the exceptions highlighted in section 4.4;***
- c) reviewed and discussed performance with the Strategic Lead for Adult Mental Health, Sexual Health and Alcohol & Drugs.***

PRESENTATION:

ADULT SERVICES – ADULT MENTAL HEALTH, SEXUAL HEALTH, ALCOHOL AND DRUGS

Jackie Kerr delivered a presentation on Adult Services performance for quarter 1 2019/20 for adult mental health; sexual health; and alcohol and drugs. Positive performance was reported on each area; including Glasgow being the only Board to meet the 18 week target for access to psychological therapy services. Positive performance was also reported within improved male attendances at all Sandyford Services who are gay or bisexual. There was high performance across all three targets for alcohol and drug services.

Some of the challenges reported to the Committee were that there was pressures in inpatient capacity and that there were concerns across Scotland. There was pressure in adult Acute wards and this was being managed. A discharge co-ordination role was being put in place to support this.

In relation to alcohol and drugs there was an increase in drug deaths, but a change in drug use within the city. Treatment services will be reviewed to ensure that these are still fit for purpose.

Within Sexual Health Services there were issues with waiting lists and access to urgent care. Officers highlighted that the service was well used by patients out with the Glasgow area and this impacted upon waiting times.

Work is underway to review all the Adult Services targets and to introduce new targets for Learning Disability, Police Custody and Prison Health Care.

There are improvements plans in place, as well as system wide improvements, including a pilot for the test of change in the development of a trauma informed workforce; Glasgow is the lead on the Review of Psychology services across NHS G&C; and there will also be the development of the Regional Sexual Assault and Rape Hub.

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The ongoing challenges were outlined including the scale of demand for access to all adult services; reduction in staffing across all areas to cope with the demand; system dependency on inpatient capacity in mental health services; ability for providers to develop new models of care in learning disability services; and the full implementation across the Board of the new model and delivery of sexual health services. There was also concerns in relation to the increase of prisoners and the significant impact on delivering health services. Officers will meet with prison management to discuss concerns.

Members were also advised that an action plan on the trauma informed workforce for adults with multiple and complex needs will be developed and presented to a future Committee.

Jackie Kerr

The Committee welcomed the presentation and the assurance provided that there was a lot of ongoing work taking place.

The learning disability service was also discussed and the Committee were advised that integration of the service is required; and the third sector and independent sector are key partners.

15. GLASGOW CITY IJB BUDGET MONITORING FOR MONTH 3 / PERIOD 4 2019/20

Margaret Hogg presented a report to outline the financial position of the Glasgow City Integration Joint Board as at 30th June 2019 (Health) and 5th July 2019 (Council), and highlight any areas of budget pressure and actions to mitigate these pressures. Net expenditure is £0.719m lower than budget to date. Gross expenditure is £0.534m (0.18%) underspent, and income is over-recovered by £0.184m (0.27%). Explanations were provided for changes to budget; and it was highlighted that there were issues with recruitment, including the period of time it takes to fill posts.

The IJB Finance and Audit Committee is asked to:

- a) noted the contents of this report; and*
- b) approved the recurring funding for the packages of care outlined at section 5.2.6.*

16. INTEGRATION JOINT BOARD PROPERTY STRATEGY 2019-2020 - UPDATE

Margaret Hogg provided an update on progress of Glasgow City IJB's Property Strategy 2019-2022 in support of the delivery of the IJB's Strategic Plan. The Strategy provided detail of major projects that were complete and the benefits of delivery. Appendix 1 provided an overview of all projects and current status; and progress was reported to the Health and Council Capital Board's. An annual update on progress would be presented to the Committee, however if there were any particular issues these would be presented by exception.

The IJB Finance, Audit and Scrutiny Committee:

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

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17. ATTENDANCE MANAGEMENT

Christina Heuston presented a paper to advise the IJB Finance, Audit and Scrutiny Committee of the latest absence levels across Glasgow City Health and Social Care Partnership. There had been some variance over the quarter and psychological related absence was the main reasons for absence. Action plans were key to manage absence and these continue to be progressed.

Members queried if there were any patterns in absence. Officers advised that this is reviewed annually and can be presented in the next report to the Committee.

Christina Heuston

The IJB Finance, Audit and Scrutiny Committee:

a) noted the content of this report.

18. HSCP VACANCY POSITION

Christina Heuston presented a paper to advise of the current vacancy position across Glasgow City Health and Social Care Partnership. Officers reported on issues of filling posts and also of timescales of the process; this was being reviewed to establish if this can be streamlined. There were also issues in availability of skilled staff in filling posts. Options were being explored in terms of training and advanced planning.

Members discussed concerns with recruitment; the lack of skilled staff and that a long term solution is required. Members' comments will be fed back to the Scottish Government.

Sharon Wearing

The vacancy position will continue to be monitored by the Committee through the quarterly performance report.

The IJB Finance, Audit and Scrutiny Committee is asked to:

a) noted the content of this report.

19. HEALTH AND SOCIAL CARE COMPLAINTS ACTIVITY 2018-19 (ANNUAL REPORTS)

Jim Charlton presented data on complaints for both health and social care during the period 1st April 2018 – 31st March 2019. Officers highlighted that the complaints data is held on three separate systems and this would remain for the foreseeable future. The summary of main findings was detailed in the report; and it was highlighted to the Committee that there had been a slight fall in the number of prison health care complaints over the last few months. It was proposed that future reporting to the Committee be on an annual basis and this was agreed.

The IJB Finance, Audit and Scrutiny Committee:

***a) noted the content of this report and two attached appendices; and
b) approved relevant actions that are being taken or proposed to enhance the effectiveness of complaints management.***

20. BUSINESS CONTINUITY ANNUAL ASSURANCE STATEMENT

Craig Cowan presented a report to provide a position statement to the Glasgow City IJB Finance, Audit and Scrutiny Committee on the Disaster Recovery arrangements for the HSCP. This is an update to the previous report presented to

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the Committee in June; and sections 4 and 5 outlined the current arrangements in place for Glasgow City Council and NHS systems, highlighting limitations and vulnerabilities.

Members discussed the single point of failures as outlined at section 5.2 and 5.3; questioning if there would be measures put in place to mitigate these, or, if the risks be accepted and managed. Officers advised that the EMIS Web application is a Scotland wide issue. In relation to physical hardware to connect GGC and NHS systems this will be located out with the city centre; and there will also be a review of arrangements for the alarms and out of hours service. A briefing note on single point of failure issues will be prepared for the Committee.

Craig Cowan

The IJB Finance, Audit and Scrutiny Committee:

a) noted the content of this report.

21. RISK MANAGEMENT QUARTERLY UPDATE

Craig Cowan presented a report to provide an update to the IJB Finance, Audit and Scrutiny Committee 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 2019 in respect of changes to risk in the quarter ending June 2019.

Officers reported that Appendix 1 detailed very high and high risks. There were no new risks added and no risk escalations. Officers advised the Committee of the requirement to annually review the IJB Risk Management Policy, as per the Integration Scheme. Members agreed that officers should complete a desk top exercise and report the findings to the Committee.

Craig Cowan

The IJB Finance, Audit and Scrutiny Committee:

a) noted this report,

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

c) advised the Partnership how the Committee would wish to proceed with the annual review of the IJB Risk Management Policy (para 2.3).

22. NEXT MEETING

The next meeting will be held on Wednesday 30th October at 9.30am in the Boardroom, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH.

The meeting ended at 1.05pm