

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

**IJB-FAC (M) 30-10-19**

Minutes of meeting held in the Boardroom, Glasgow City HSCP,  
Commonwealth House, 32 Albion Street, Glasgow, G1 1LH  
at 9.30am on Wednesday, 30<sup>th</sup> October 2019

**PRESENT:**

**VOTING MEMBERS**

Cllr Tony Curtis	Councillor, Glasgow City Council
Ross Finnie	NHSGG&C Board Member (Vice Chair)
Cllr Archie Graham	Councillor, Glasgow City Council
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**

Gary Dover	Assistant Chief Officer, Primary Care and Early Intervention
Allison Eccles	Head of Business Development
Duncan Goldie	Planning and Performance Manager
Linda Haggerty	Service Manager
Margaret Hogg	Assistant Chief Officer, Finance
Julie Kirkland	Senior Officer (Governance Support)
Susan Orr	Head of Children's Services, CELCIS
Pat Togher	Assistant Chief Officer, Public Protection and Complex Needs
Sheena Walker	Governance Support Officer (Minutes)

**APOLOGIES**

Jeanette Donnelly	NHSGG&C Board Member
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**ACTION**

**1. DECLARATIONS OF INTEREST**

Peter Millar – Item 6, 'HSCP Performance Report Q1 and Item 7, Rapid Rehousing Transition Plan – Update.

Cllr Jane Morgan – Item 8, Children's Services Investment Plans. Vice Chair, Ross Finnie will chair this item.

**2. APOLOGIES**

Apologies for absence were noted as above.

**3. MINUTES**

The minutes of the meeting held on 4<sup>th</sup> September 2019 were approved as an accurate record.

**4. MATTERS ARISING**

There were no matters arising.

**5. ROLLING ACTION LIST**

Allison Eccles presented the Rolling Action List providing an update on the actions listed.

**6. 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 Chair advised that discussions took place at pre agenda regarding A&E attendance and admissions; and a briefing note was produced and shared with the Chair and Vice Chair. The briefing will now be circulated to all members and Stephen Fitzpatrick will attend the December meeting to deliver a presentation on A&E attendance and admissions for Quarter 2 2019/20; and provide analysis on the winter position.

Members further discussed A&E attendance and admissions; and the increased numbers of those presenting in Glasgow in comparison to Scotland. Officers advised that Susanne Millar and Jonathan Best were working with Leads and there is an Unscheduled Care Steering Group. There are also issues of complexity and those patients with complex needs in the system. Officers reported that August showed the highest month in admissions; and that Health staff are under pressure, as well as Social Work teams in hospitals.

Members also outlined their concerns of targets set by the Scottish Government and the impact this had upon staff.

The Committee discussed reporting of performance and the data period presented to the Committee, as this was not always current. Officers explained that the unscheduled care data was aligned to the Ministerial Strategic Group and that there is a delay in obtaining this data for presentation to the Committee. The presentation to the December meeting will give an overview on the position for Quarter 2; and will include data for October, if this is available.

Officers are also reviewing all performance data to establish if this can be presented to the Committee earlier.

***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 Homelessness and Criminal Justice.***

**PRESENTATIONS:**

Members highlighted that the performance data presented to the Committee for Criminal Justice and Homelessness differed from the data contained within the performance report for Quarter 1. Officers to establish which data is correct and update the presentations and circulate accordingly.

**Stephen  
Fitzpatrick**

**Pat Togher /  
Duncan Goldie**

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### CRIMINAL JUSTICE

Pat Togher delivered a presentation to the Committee on criminal justice performance. The performance context was outlined; key performance indicators and performance rates were also provided and the Committee informed if targets were being met, and also of the direction of travel from the previous quarter.

Officers explained that a new reporting system had been implemented in August and this was used to identify areas of issues in performance and allow these to be addressed; there have been some positive results and improved targets.

Issues were outlined in relation to performance in unpaid work placements and trying to engage with individuals. Officers were working with the judicial office to put systems in place to make contact with people following sentencing. The Committee were reassured that there were no issues with capacity in the community.

Officers also reported on the key challenges within criminal justice; including increased poverty/inequalities consequence of Universal Credit and impact on crime; impact of PASS (presumption against short term sentencing) on public protection; and impact of SPS removal of all Prison Throughcare Officers – officers were working with the third sector to mitigate this.

The Committee were informed of developments, including the introduction of Caledonian Domestic Abuse model in June 2019; the development of the Women's Community Custody Unit, which has a proposed operational date of December 2020; the introduction of trauma informed practice; and the review of existing performance reporting structure. Officers also reported that Tomorrow's Women Glasgow won an award at the COSLA Excellence Awards 2019, in Category Two, 'Achieving Better Outcomes in Partnership'.

The Committee discussed the presentation and issues with community payback orders and unpaid work placements. The Committee also acknowledged the pressures on staff within the prison service; including, sickness absence; no new resources; and inability to manage unpredictable prisoner behaviour.

### HOMELESSNESS

Pat Togher delivered a presentation on homelessness performance. The performance context was outlined; key performance indicators and performance rates were provided and the Committee informed if targets were being met, and also the direction of travel from the previous quarter. All performance rates were reported as below Scottish Government targets.

Officers advised of the Vanguard approach and stated that this was yielding significant progress. A period of reflection would take place and the pilot from the South would be replicated in the North East and then North West of the city. The Committee were informed that staff were fully embracing the approach.

Officers also reported on the challenges within homelessness, including, demonstrating Rapid Rehousing Transition Plan (RRTP) implementation and effectiveness against targets; driving Audit Scotland 2018 Review Group recommendations in a complex environment; delivery of the HSCP 10 year plan; promote a strong performance culture which will support the delivery of existing targets; and the impact of SPS removing Prison Throughcare Service on those with most complex needs.

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The Committee were advised of improvement planning, with the introduction of four weekly performance review structure; the introduction of 'phase 1' RRTP (2019/20-24/25); the introduction of Housing First Approach; and to complete the tendering process for Alliance model.

Members welcomed the presentation and discussed the targets included in the report, querying if bed and breakfast targets could be included in future reports; and also consideration to be given as to what other targets could be included, in addition to the mandatory reporting Scottish Government targets. Officers advised that the use of bed and breakfasts is reported on a four weekly basis for officers to review performance; and routine quality inspections also take place on premises.

Pat Togher

Members also discussed the statutory requirement and failure to accommodate issue in Glasgow, which is higher than elsewhere in Scotland. Members highlighted that statutory duty was not being met in the interim for emergency accommodation; and questioned what is happening presently to meet statutory requirements.

Officers explained that there is a requirement to provide accommodation at point of entry, but that there are instances when the client refuses the type of accommodation offered. Also the recording mechanism in Glasgow is different, but this provides increased transparency.

Pat also advised that he had attended a walk-around in the city with the Simon Community and that there was confidence in the system. Officers explained that although offers are made, not all of these are accepted by people. There are instances when people do not want to engage with the service, but the Simon Community is working to make services attractive and accessible, to encourage engagement.

Members stated that there was no criticism of staff who were under pressure in these circumstances; and that they were appreciated.

It was agreed that a report would be presented to the Committee in April 2020 on homelessness; the Housing First approach and some information on the first 3-6 months of the Rapid Rehousing Transition Plan work. A short briefing will also be provided for the Committee on statutory duty; what data is available and what measures are in place at present.

Pat Togher

## 7. RAPID REHOUSING TRANSITION PLAN - UPDATE

Pat Togher presented a report to update the IJB Finance, Audit and Scrutiny Committee on the development of the Rapid Rehousing Transition Plan (RRTP) following initial financial allocation from the Scottish Government. This report provides further clarity on spend since initial approval of Rapid Rehousing Transition Plan spend at IJB on 18<sup>th</sup> September 2019. The proposals were outlined at section 3 of the report.

Member discussed the allocation and how officers would respond to the shortfall in the original request; and questioned how there could be a strategic approach if the detail of future allocation was unknown. Officers explained that plans will be made based on the allocation and the resource will be used in the most effective way. The funding is welcomed and officers have indicated to the Scottish Government that recurring funding is required.

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Members sought further information on the resource allocated for consultancy work. Officers provided an overview of the detail of the programme and of the benefits to the HSCP and service users. This spend is non-recurring.

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

- a) approved spend associated with Rapid Rehousing Transition Planning arrangements in year 1; and***
- b) noted that whilst the plan sets out the 5 year vision it is envisaged that the plan will be fluid in nature and will be influenced by future financial allocation.***

## **8. CHILDREN'S SERVICES INVESTMENT PLANS**

Susan Orr presented a report to provide details of the planned investment by Children's Services to enhance family support services and to improve the outcomes for care experienced children and young people.

Officers outlined the proposed investment for Family Support (Early Intervention); Intensive Family Support Service; Care Experienced Fund; and The Care Experienced Team.

Members queried the risks of the financial investment being an interim measure; and how this would be mitigated. Officers explained that the Children's Transformation Programme continued to reduce out of authority care and this was resulting in savings. Officers provided reassurance that there were no financial difficulties anticipated; and were confident that savings would be achieved.

The next report due to be presented to the Committee at Item 9, 'Permanence in Children and Families Services' provided more detail; therefore the Committee agreed to note the content of that report and the reduction in numbers of the out of authority placements.

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

- a) noted the content of the report and the report at Item 9; and the progress made in progressing the Children's Services' Transformation Programme which was approved by the IJB as part of the 2019/20 budget;***
- b) discussed and agree the proposals; and***
- c) instructed officers to present an update during 2020/21 on progress.***

## **9. PERMANENCE IN CHILDREN AND FAMILIES SERVICES**

Susan Orr presented a report to advise the IJB Finance, Audit and Scrutiny committee of the approach to permanence planning in children and families services in Glasgow.

Officers reported that the IJB has supported the Children's Transformation Programme and the vision and aspiration to reduce the numbers of children and young people becoming looked after and those in high cost care and the reinvestment in community based family support services. There has been a slow-down of the number of children entering the formal care system since 2016; and the numbers of children and young people in fostering and in residential placements has reduced from 1420 in July 2016 to 1090 in August 2019.

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Officers further reported on obtaining permanent outcomes for children and young people; and referred to the table at section 4.5, which provided detail of discharge destinations of Glasgow's children and young people between July 2016 and August 2019.

Opportunities for further improvement were outlined to the Committee; including working with CELCIS (Centre for Excellence for Looked After Children in Scotland) and the benchmarking of permanence orders in Dundee.

Members discussed the evaluation of the Family Assessment and Contact Team and the Glasgow Infant and Family Team approaches detailed at section 3 of the report; and questioned how staff are advised and trained; if the best approach will not be known until 2021, when findings are reported.

Officers provided assurance that learning is discussed and disseminated through monthly meetings. There are also training programmes in place for staff and continuous support provided.

The Committee discussed risk criteria and accommodating children appropriately. Discussions also took place regarding foster carers; and officers explained that there were issues with recruiting foster carers in Glasgow and Scotland wide.

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

- a) noted the contents of the report;***
- b) supported the proposal to work with the Centre for Excellence for Looked After Children in Scotland (CELCIS) Permanence and Care Excellence (PACE) team to seek opportunities to improve practice in this area; and***
- c) supported the proposal to benchmark with other relevant authorities and cities across the UK.***

## **10. GLASGOW'S SCHOOL LEAVER DESTINATION RETURN (SLDR) 2018/19 AND DESTINATIONS OF CARE-LEAVERS**

Linda Haggerty presented a report to inform the IJB Finance, Audit and Scrutiny Committee of the outcomes of the education destinations for 2017/18, noting in particular the destinations of care leavers and overall supports for this group of young people. The report also provides information on how Glasgow City Health and Social Care Partnership is meeting the requirements of the Children and Young Person Scotland Act 2014 and the Standards in Scotland's Schools etc. Act 2000 in supporting care experienced young people into positive destinations.

The report showed the Scottish context as well as the Glasgow context for care leavers and their outcomes. Officers explained that the best outcomes were sought and there has been financial investment to improve outcomes for children and young people.

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

- a) noted the performance information in relation to education destinations outlined in this report; and***
- b) noted the intention to present this performance report to Finance, Audit and Scrutiny Committee annually.***

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11. PRIMARY CARE IMPROVEMENT PLAN (PCIP) – PROGRESS APRIL TO SEPTEMBER 2019

Gary Dover presented a report to update the IJB Finance, Audit and Scrutiny Committee on the progress made since April 2019 to implement Glasgow's Primary Care Improvement Plan. Officers reported on the risks of the Plan including recruitment challenges, financial challenges and timescales. The programme was at the mid-point; and the next steps would be to engage more at a local level with GPs. Events had taken place at a city-wide level and feedback received was for more local engagement.

Officers also advised that as the Plan took place in phases, there were a number of GPs that had no resource yet; therefore this would take place over the next period of the Plan. Reasonable progress had been made, although there are substantial challenges as outlined. The Implementation Tracker submitted to the Scottish Government is also appended to the report; there are some errors included which will be updated and published on the HSCP website.

Gary Dover

Members discussed the issues and risks reported by Officers; querying if these had been shared with the Scottish Government. Officers confirmed that concerns had been shared through the National Oversight Group and the Family Medical Services group. The GP sub group had also raised concern of affordability of the programme; and there are also financial issues related to superannuation and pay uplift. The risks in relation to recruitment are that there are issues in recruiting professionals, including physiotherapists and experienced pharmacists. Officers are exploring options for skill mix and establishing what duties can be carried out by which professionals.

The Committee considered the concerns raised and agreed that these would be referred back to the IJB. The Committee agreed that a briefing note will be produced and presented to the IJB, under the Chair of the IJB Finance, Audit and Scrutiny Committee update. The briefing will outline the concerns raised around the recruitment challenges, financial challenges and timescales.

Gary Dover

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

- a) noted the progress made during 2019/20 in progressing the PCIP for Glasgow;***
- b) noted that the progress tracker attached at Appendix 1 has been submitted to the Scottish Government; and***
- c) noted the main risks and challenges associated with the PCIP at section 5 of the report.***

12. GLASGOW CITY INTEGRATION JOINT BOARD BUDGET MONITORING FOR MONTH 5 AND PERIOD 6 2019/20

Margaret Hogg presented a report to outline the financial position of the Glasgow City Integration Joint Board as at 31<sup>st</sup> August 2019 (Health) and 30<sup>th</sup> August 2019 (Council), and highlight any areas of budget pressure and actions to mitigate these pressures.

The summary position is net expenditure of £1.214m lower than budget to date. Gross expenditure is £0.198m (0.04%) underspent, and income is over-recovered by £1.411m (0.29%). Themes remained the same as reported through the year; there was increase in demand in the system; and an overspend in Older People's Services reported, mainly due to Home Care Services. The report to the November IJB would reflect the agreement with Glasgow City Council for Home Care. An

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underspend of £5.3m was reported within Primary Care, due to the removal of the risk sharing agreement. It was proposed that this underspend would be held in contingency to manage the risk that results from Brexit.

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

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

### **13. WELFARE RIGHTS AND MONEY ADVICE PERFORMANCE REPORT 2018-19**

Allison Eccles presented the performance of Glasgow City Health and Social Care Partnership's (HSCP) Welfare Rights and Money Advice Team for 2018-19, including details of money advice provision commissioned by the Health Improvement Team. An update on Universal Credit is also provided.

Members queried if the cost of investment into the team against the money brought in to the city was known. Officers advised that this was not available, but that the impact can also outcome based.

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

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

### **14. HEALTH AND SOCIAL CARE INTEGRATION 2018 – AUDIT SCOTLAND ACTION PLAN**

Allison Eccles presented a report to provide an update on the Action Plan developed to meet the key recommendations of the Audit Scotland report 'Health and social care integration, Update on Progress'.

Officers stated that there was an error at section 1.1 of the report; and confirmed that the purpose of the report was not a draft plan, but was an update to the action plan. Officers advised that the report was presented for information and to provide detail on what had been achieved. The report linked to the Ministerial Strategic Group work and future reporting would be through this forum.

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

***a) noted the contents of this report and the updated Action Plan; and  
b) agreed that this is the last scheduled update on the Audit Scotland Action Plan, with further updates available on request.***

### **15. NEXT MEETING**

The next meeting will be held on Wednesday 11<sup>th</sup> December 2019 at 9.30am in the Boardroom, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH.

The meeting ended at 12.30pm