

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

**IJB-FAC (M) 06-09-2017**

Minutes of meeting held in the Boardroom, Glasgow City HSCP,  
Commonwealth House, 32 Albion Street, Glasgow, G1 1LH  
at 9.30am on Wednesday, 6<sup>th</sup> September 2017

<b>PRESENT:</b>	Cllr Ade Aibinu	Councillor, Glasgow City Council
<b>VOTING MEMBERS</b>	Simon Carr	NHSGG&C Board Member (Chair)
	Ross Finnie	NHSGG&C Board Member
	Anne Marie Monaghan	NHSGG&C Board Member
<b>NON-VOTING MEMBERS</b>	Sharon Wearing	Chief Officer, Finance and Resources
<b>IN ATTENDANCE</b>	Mike Burns	Head of Strategy (Children's Services)
	Jillian Campbell	Senior Audit Manager, Internal Audit
	Sybil Canavan	Head of HR
	Allison Eccles	Head of Business Development
	Duncan Goldie	Performance Planning Manager
	Clare Hughes	Head of Residential and Day Care Services
	Julie Kirkland	Senior Officer (Governance Support)
	David McConnell	Assistant Director, Audit Scotland
	Pauline McClelland	Finance Manager
	Fiona Moss	Head of Health Improvement and Inequality
	Stephen O'Hagan	Senior Audit Manager, Audit Scotland
	Ann-Marie Rafferty	Head of Operations, North East
	James Thomson	Commissioning Manager
	Sheena Walker	Governance Support Officer (Minutes)
<b>APOLOGIES</b>	Cllr Ken Andrew	Councillor, Glasgow City Council
	Duncan Black	Head of Audit & Inspection, Internal Audit
	Peter Millar	Independent Sector Provider Representative

**1. DECLARATIONS OF INTEREST**

Anne Marie Monaghan declared an interest in item 20, Audit Scotland Self-directed Support 2017 Progress Report as had been involved in the interviews.

**2. APOLOGIES**

Apologies were noted as above.

**3. MINUTES**

The minutes of the meeting held on 14<sup>th</sup> June 2017 were approved as an accurate record.

**ACTION**

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

There were no matters arising raised by the IJB Finance and Audit Committee.

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

Allison Eccles presented the rolling action list to the IJB Finance and Audit Committee advising that three of the actions listed were now closed and action reference number 6 would be discussed under attendance management, item 17 of the agenda.

#### **6. AUDIT SCOTLAND – ANNUAL AUDIT REPORT**

David McConnell presented the Audit Scotland – Annual Audit Report to the IJB Finance and Audit Committee advising that this was presented in two sections; the letter to the Integration Joint Board to report on any significant matters; and the draft Annual Audit Report 2016/17, including an action plan. This was presented to members for comment and for agreement to be presented to the IJB on 20<sup>th</sup> September 2017 for approval and signing along with the annual accounts.

It was reported that there were no significant issues to be raised and the result was very good. David extended thanks to Sharon Wearing and the finance team for their assistance.

Simon Carr referred to the late issue of the paper and requested that the paper be issued timely in future to allow the Committee to consider the paper. This was acknowledged and agreed by officers.

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

***a) agreed to refer the 2016/17 Annual Audit Report to the IJB on 20 September.***

#### **7. INTERNAL AUDIT - REVIEW OF PERFORMANCE MANAGEMENT**

Jillian Campbell presented a report to the IJB Finance and Audit Committee with the main findings of the review of performance, together with a summary of action taken.

It was reported that this was the final audit for 2016/17 and to gain assurance that proper controls were in place for performance management. The report provided detail of the audit opinion, the 13 indicators tested and the action plan for key controls and recommendations to managers, and managers response.

Anne Marie Monaghan asked that in relation to interrogating information, how was it assured that this was accurate if procedures were not in place and also how was the variance level of 10% established.

Allison Eccles explained that the variance level was assessed and 10% was seen as reasonable level. It was reported that they were not in control of some of the indicators and to address this officers were liaising with other bodies;

there was also an action plan in place and officers would report back on progress.

Allison Eccles

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

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

**8. INTERNAL AUDIT – FOLLOW UP REPORT**

Jillian Campbell presented to the IJB Finance and Audit Committee a follow up report to update on the implementation of previously agreed recommendations.

It was reported that of the six recommendations, five had been signed off and there was one outstanding recommendation regarding information sharing protocols which would be reported on in the next report.

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

- a) noted the progress made in terms of the recommendations implemented and that a further follow up report will be presented to Committee following the next review date.***

**9. AUDITED ANNUAL ACCOUNTS 2016-17**

Sharon Wearing presented a paper to the IJB Finance and Audit Committee to update Members on the completion of the audit of the Annual Accounts 2016-17.

Sharon reported that the accounts were presented for consideration and for agreement to be presented to the IJB with the Annual Audit Report on 20<sup>th</sup> September.

Ross Finnie referred to the wording of the accounts at section 6.2, page 20: '*there is significant uncertainty over the IJB's overall budget moving into 2017/18*', querying if there was still significant uncertainty as a report would be presented to the IJB on 20<sup>th</sup> September on the financial allocation and budget. Ross questioned if the wording on the accounts reflected the current position and asked if this could be amended.

Sharon advised that this could be reviewed and discussions would take place with Audit Scotland to amend.

Sharon Wearing

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

- a) considered the audited Annual Accounts 2016-17; and***
- b) remitted the audited annual accounts and the associated Annual Audit Report from Audit Scotland to the IJB for approval and signature.***

## 10. BUDGET MONITORING – MONTH 3 / PERIOD 4

Sharon Wearing presented a report to the IJB Finance and Audit Committee to outline the financial position of the Glasgow City Integration Joint Board as at 30 June 2017 (Health) and 7 July 2017 (Council), and highlight any areas of budget pressure and actions to mitigate these pressures.

It was reported that for Month 3/Period 4 the net expenditure was £238,000 higher than budget to date and a solution would be presented to the IJB to address this. Section 3 of the report outlined budget changes to date and with regards to section 4, transformation programme, a savings programme would be presented to the IJB on 20<sup>th</sup> September. Sharon advised that there were targets to be achieved, particularly in relation to health and that the prescribing budget had now been concluded.

Sharon outlined the reasons for major budget variations, highlighting that there had been a small increase in the number of child residential placements, but that significant progress had been made and that this would continue going forward. The net underspend in older peoples services would be utilised to fund refurbishment in existing buildings until the new builds were complete.

It was also reported that savings options would be included in the report due to be presented to the IJB on 20<sup>th</sup> September within the financial allocations and budgets paper. The contingency budget showed an underspend and this would be utilised to support pressure elsewhere. The prescribing budget had also been resolved and agreed for going forward.

Ross Finnie questioned if there was any indication of the pressure on unscheduled care on the IJB and a timescale for resource to be released from Acute.

Sharon Wearing advised that a group had been established to look at the set-aside budget and a commissioning plan but there was no timescale as yet. Simon Carr requested that a date be set for the group to report back to the Committee on this.

Sharon Wearing

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

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

## 11. HSCP PERFORMANCE REPORT – Q1

Duncan Goldie presented to the IJB Finance and Audit Committee the Joint Performance Report for the Health and Social Care Partnership for Quarter 1 2017/18.

Duncan reported that the summary showed that 8 indicators had changed status, 5 had improved and 3 had got worse. The current trends for the city and at a locality level were outlined, and narrative was included from officers where the RAG rating was red or amber.

Duncan advised that for the 2017/18 report leads had reviewed the indicators reported to ensure that these were still relevant and to include any others that related to the strategic priorities; these were outlined at section 2a.

Ross Finnie stated that it was a very comprehensive report and that the summary detail was helpful to understand the full report.

Simon Carr referred to the unscheduled care section of the report, questioning that there were still indicator targets to be confirmed. Duncan explained that the targets were still being established as discussions were on-going with Acute; but the direction of travel was clear. Sharon Wearing advised that a chart could be included in the report to show the progress made and the journey over the past few years reducing unscheduled care bed delays. Sharon also reported that they would be reviewing continuing care arrangements going forward; a joint process with the health board and the six partnerships was taking place to develop a model which would be tested in Renfrewshire and Glasgow and then rolled out to the other areas.

**Duncan Goldie**

***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) Health Improvement Presentation**

Fiona Moss presented to the IJB Finance and Audit Committee Health Improvement performance for Quarter 1 2017/18.

Fiona presented to the committee the role of the health improvement team; how performance was measured and how they knew this was working; and also the successes and challenges within health improvement.

Fiona explained that the targets set were delivered by health improvement staff and others, e.g. Health Visiting for breastfeeding targets. Targets were achieved on an outcome basis rather than activity based; and performance was measured by looking at the population and how their level of need was impacted upon. Fiona provided an example in relation to smoking cessation and measuring the outcomes of the 8 week programme and the 12 week follow up; this showed the real change to people's lives.

In relation to performance there were 3 red scorings, this had increased by one more than the previous year; however people were doing more activity and there were better outcomes for the population. Scottish Government targets had increased for most of the city, and 40% for the most deprived areas. It was acknowledged that the performance did not fit with Scottish Government targets but that the health improvement team were performing well with the people they were seeing and supporting.

Fiona explained that officers could identify where they were performing well through the positive health improvement performance framework, which

captured more detail, what staff were doing and who they were working with and supporting. Performance is also tracked through the Adult Health and Well-being Survey; Health and Well-being School Survey; and GCC Well-being Survey of five ethnic groups in the city. Glasgow Centre for Population Health also tracked changes to the population that other areas were not able to do so.

Areas for improvement included out of school activity provision and active travel. Some areas of success were that smoking rates were falling in deprived areas; also alcohol and drug use and smoking rates had decreased amongst school pupils. There had also been an increase in numbers of breastfeeding in Glasgow, when Scottish figures had decreased. Death by suicide rates had been decreasing faster, however the rate was higher than the previous year. Other successes were the results from the joint Children's Services Inspection Report (2017). Furthermore, Glasgow was the most successful area in Scotland for influencing alcohol licensing decisions, more were being upheld. There was also learning visits taking place in Glasgow; including a visit from Cornwall to learn about the child poverty work.

Fiona reported that the biggest challenge for health improvement was prevention, enabling this to happen and to thrive within the current financial pressures. There were also increased reports of obesity and this was impacting upon services.

Anne Marie Monaghan referred to the young person after school activity and that health improvement should be everyone's responsibility.

Fiona explained that intervention was being carried out but not on a scale in which significant change could be made within budget restrictions; they were trying to manage this and work with others to enable and achieve the best outcomes from preventive spend. This would also include working with children's services and redirecting some of the budget in the next 5 years to health promotion.

Ross Finnie asked if smoking cessation was supported by pharmacists. Fiona confirmed that it was and that this was encouraged as it resulted in effective intervention; adding that in Possilpark outcomes were higher than elsewhere in Scotland due to the relationship with the pharmacists. This was encouraged and hoped to duplicate across the city.

## **b) Children's Services Presentation**

Mike Burns and Ann-Marie Rafferty presented to the IJB Finance and Audit Committee Children's Services performance for Quarter 1 2017/18.

Mike reported to the committee the context of children's services within the city, benchmarking for Glasgow, referring to the Nuffield Study, details of the numbers of placements in Glasgow and where Glasgow children were placed elsewhere in Scotland. Examples of positive performance were provided including examples of prevention and early intervention, and care experienced children and children in need. Budget pressures and transforming children's services were discussed as well as areas of improvement and key messages.

It was reported that of the £166m budget for children's service £95m was spent on care. There were 17,000 children open to social work which was 1/10 children. Mike reported that if a child was open to social work then there was a 1 in 10 chance that they would come in to care. Work was being done with health improvement and health and well-being to develop a direction of travel that was required to respond to these numbers. In terms of benchmarking Glasgow looked at Northern Ireland as this was similar in terms of poverty and experienced similar challenges.

Ann-Marie Rafferty discussed some of the positive performance including maximising income for pregnant women and families, to help children have greater opportunities. Children and young people have also been asked their views anonymously to use this to capitalise on this for the next programme. There had also been an increase in sustaining kinship care arrangements which was increasing on a yearly basis; this was sustained through practical and financial support for carers.

It was also reported that there was a need to change high cost care in order to make savings, as there was 5% savings to be achieved over the next few years. £423m was spent on 239 children, including £60m on children out-with Glasgow. A 3-5 year plan had been developed to achieve the savings and reduce high cost care, with plans to reduce the number by 30 by 1<sup>st</sup> April 2018. Options were being explored for early intervention including working with the third sector and to reduce purchased foster care, by not relying on agencies. Poverty and inequality remained a continued focus for prevention.

Some of the key messages were that there was positive feedback from the children's inspection and a staff event regarding this was held with 1,000 staff members in attendance. There was also a strong focus on improving performance in children's services and operating in a multi-agency environment. It was highlighted that all aspects of performance areas within children's services linked strategically to the Children's Services Strategic Plan and showed evidence of what they were doing.

Members thanked Mike and Ann-Marie for an excellent presentation and that the evidence provided was reassuring to show the shift in spend and that work was being done to address the inequality gap; also that the focus on outcomes was welcomed.

Simon Carr questioned how and when would they know that outcomes had improved for younger people. Mike advised that this would be measured by small changes and a generational change in attitude and also by making a difference in early years through intervention which would have a big impact on these children. Ann-Marie added that in the long-term this could be measured through rates in prisons, homelessness, criminal justice and addictions. There were also positive stories and reassurance in localities, but that they would do more in the future to show trends.

## **12. SERVICES FOR CHILDREN AND YOUNG PEOPLE IN GLASGOW MAY 2017 – REPORT OF A JOINT INSPECTION**

Ann-Marie Rafferty presented to the IJB Finance and Audit Committee a report on the recent inspection into children services in Glasgow, confirmed the evaluated indicators of quality and provided a draft HSCP action plan in anticipation of the integrated and endorsed action plan for the city.

It was reported that the inspection was a joint inspection of children's services across Glasgow and took place from November 2016 to January 2017 and involved a full range of parties. The inspectors understood the Glasgow context and this was taken account of. Ann-Marie explained that in terms of the children's context there were 119 languages spoken in Glasgow schools; 33% of children were living in poverty and this was 50% in the North East of the city.

The outcomes of the inspection were 3 very good scorings, 4 good and 2 adequate. The Senior Inspector praised the dedication and commitment of frontline staff and that staff understood and saw the vision.

An action plan was produced in response to the inspection which would be presented to the IJB for approval and would then be managed through the Core Leadership Group to assess and measure.

Anne Marie Monaghan acknowledged the scorings and that it was encouraging that leadership was scored 'very good'.

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

- a) noted the evaluated indicators of quality;***
- b) noted the HSCP action points/ draft plan (Appendix 2);***
- c) noted that the integrated action plan will be overseen by the Children's Service Executive Group (CSEG);***
- d) noted the intention to report the inspection findings into the Children's Champion Board and the Integrated Joint Board;***
- e) noted the communication to Front Line Staff and feedback through the 6 staff events across the Partnership; and***
- f) noted the communication to Front Line Staff from the Chief Officer (Appendix 1).***

## **13. CARE INSPECTORATE ACTIVITY – CHILDREN AND FAMILIES RESIDENTIAL**

Mike Burns presented 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.

Mike reported that there were currently 20 units with 146 young people living in them; the average score for the most recent inspection was 4.4; which was a slight increase from the previous inspection. Two units gained an excellent scoring for the leadership and management quality theme; this was strengthened by the use of professional development plans being used for staff in the units. The previous inspection had been graded a 'weak' of 7%, but this had since improved with 'weak' being 0% in the most recent inspection.

The service developments and future developments were also outlined, including plans for new 8 bedded units. Mike also reported that a centre opened in November 2016 for 19 young women from the Calais camp.



Anne Marie Monaghan questioned how the model of 8 bedded units was developed. Sharon Wearing reported that this was developed to give better economies of scale and they also provided a homely environment for children. There would also be two 6 bedded units which would give more space where challenging behaviour was experienced. The units had been reported as a success for both staff and the children.

***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.***

#### **14. CARE INSPECTORATE ACTIVITY – OLDER PEOPLE RESIDENTIAL AND DAY CARE**

Clare Hughes presented to the IJB Finance and Audit Committee a summary of Care Inspectorate activity within directly provided older people's residential and day care services in the period August 2016 – July 2017.

Clare reported that inspections take place in residential on a yearly basis, and a three yearly basis for day care services. The table at 1.3 outlined the grades of the most recent inspection and of the previous two inspections; identifying if there was an increased grade or if the unit was not assessed.

Of the nine units assessed in residential, 6 received a higher grading and 3 had decreased. Clare advised that some of the units were inspected at the decommissioning stage of them moving to the new care homes and as a result this effected the grading. There were also some issues regarding management at Crossmyloof but measures had now been put in place to resolve this.

The older people day care service continued to have a high scoring regarding performance and the investment of staff was recognised.

In terms of service development the third new 120 bedded care home had opened and Riverside Care Home was awaiting inspection. Wallacewell Day Care had also been successful and positive feedback had been received from families regarding the environment and the quality of care of serve users.

***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; and***
- b) noted progress in relation to service developments.***

#### **15. SERVICE REVIEW ACTIVITY 2016-17**

James Thomson presented a report to the IJB Finance and Audit Committee of work activity of the HSCP Commissioning Team in respect of service reviews during 2016/17.

James reported that the service review included both planned and unplanned activity; 18 service reviews had been completed, which was 4% of purchased/contracted activity. Planned activity generally took place on the last

year of the contract and unplanned activity was when issues were raised and a review would take place to understand these.

The recording of service review activity was completed manually through a spreadsheet, but a bespoke management solution was being developed which would support the contract management framework. This would be a module in CareFirst and training would be provided to staff.

Anne Marie Monaghan questioned if 4% was a sufficient amount of reviews to take place and a table would be useful providing the information on why a planned review was conducted. Sharon Wearing agreed and advised that we would look at providing the detail over a 3 year period; the level of activity previously; current activity and future plans. The context would also be included by client group.

James Thomson

Ross Finnie asked that in relation to comparable costs did benchmarking take place to measure this. James advised that a key area was the cost of care calculator which provided a clear understanding of costs of providers and where pressures were; this also showed detail of variance. In addition, a significant piece of work had taken place with Scotland Excel for the framework tender; this showed information of the breakdown of cost and allowed benchmarking to take place.

***The IJB Finance and Audit Committee is asked to:***

- a) noted the content of this report and the relevance of the development of the contract management console in relation to the planning and reporting of future service review activity; and***
- b) endorsed the inclusion of Service Review activity in the Contract Management Framework Performance Report as outlined in 4.6 of this report.***

## **16. SHARED LIVES TENDER**

Sharon Wearing presented a report to inform the IJB Finance and Audit Committee on the intention to proceed with an open tender for Shared Lives Services for Adults with Disabilities.

Sharon reported that this was a key service in Glasgow and that a tender was required for the future work in this area. The proposal was that the tender would proceed without existing service users as these individuals had been placed with families for a number of years and arrangements were working well. The commissioning team would work with the legal department to ensure that the existing service users could be exempt from the tender.

Anne Marie Monaghan stated that the approach was to be commended in relation to the existing service users to be exempt and that they were not disrupted due to process.

***The IJB Finance and Audit Committee is asked to:***

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

## **17. ATTENDANCE MANAGEMENT - QUARTER 1**

Sybil Canavan presented a report to advise the IJB Finance and Audit Committee of Quarter 1 2017/18 absence levels across Glasgow City Health

and Social Care Partnership and highlight priorities within Attendance Management Action Plans.

It was reported that absence rates for quarter 1 for social work and health were similar to the previous year (2016/17) and that there had been a reduction in rates from quarter 4, 2016/17. Table 2 provided the detail of the service level quarter comparison for the service areas.

Sybil informed members that there was an error at 1.4 of the report and that there was not a 27% reduction in workforce.

The estimated cost of absence was detailed at table 1.9 for social work; there was no data available for health as this was not recorded.

Older people residential was a priority area for the Principal HR Officer providing advice and support to managers. Training workshops were also taking place and formal interviews to respond to absence rates in social work. In health, People and Change Managers were working with senior managers to review trends; and ensuring accurate recording of information. The focus was on training within inpatient service areas and reviewing existing practice.

In reference to rolling action reference number 6, Sybil reported that supervision and professional development takes place across the service areas and a report would be presented to the committee in future showing the detail of this.

**Christina  
Heuston**

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

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

## **18. RISK MANAGEMENT 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 currently being maintained within the Glasgow City Health & Social Care Partnership.

Allison advised that a working group had been established, which Simon Carr and Rona Sweeney were a member of, to look at risk reporting and to update the policy. A report would be presented to the IJB on 8<sup>th</sup> November.

**Allison Eccles**

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

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

***b) noted the current Integration Joint Board, Social Work and Health risk registers.***

## **19. FINAL UPDATE: AUDIT ACTION PLANS – SOCIAL WORK IN SCOTLAND AND NHS IN SCOTLAND**

Allison Eccles presented a report to the IJB Finance and Audit Committee to provide a final update on the actions taken to meet the recommendations from the Audit Scotland reports Social Work in Scotland published in September 2016 and NHS in Scotland 2016 published in October 2016.

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

***a) noted the final update on progress made to address the two sets of audit recommendations.***

**20. AUDIT SCOTLAND SELF-DIRECTED SUPPORT 2017 PROGRESS REPORT**

Allison Eccles presented a paper to the IJB Finance and Audit Committee to summarise the August 2017 report produced by Audit Scotland into the implementation of Self Directed Support in Scotland, and present a draft action plan in response to the report's recommendations.

Allison informed members that a meeting would take place with Auditors in September/October to discuss the findings from Glasgow and the action plan would then be updated.

***The IJB Finance and Audit Committee is asked to:***

***a) note this report; and,***

***b) review the draft action plan in response to Audit Scotland's recommendations as appended to this report.***

**21. NEXT MEETING**

The next meeting will be held at 9.30am on Wednesday, 18<sup>th</sup> October 2017 in the Boardroom, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH

The meeting ended at 12.20pm

**Allison Eccles**