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

**IJB-FASC (M) 09-09-2020**

Minutes of meeting held virtually, via Microsoft Teams, at 09.30am on Wednesday, 9<sup>th</sup> September 2020.

**Present:****Voting Members**

Simon Carr	NHSGG&C Board Member
Cllr Archie Graham	Councillor, Glasgow City Council
Cllr Jane Morgan	Councillor, Glasgow City Council (Chair)
Rona Sweeney	NHSGG&C Board Member (Vice Chair)

**Non-Voting Members**

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

**In Attendance:**

Duncan Black	Chief Auditor, Internal Audit
Steven Blair	Principal Officer (Business Development)
John Cornett	Director, Audit Scotland
Emma Corrigan	Audit Scotland
Craig Cowan	Business Development Manager
Allison Eccles	Head of Business Development
Courtney Farrell	Business Support Officer (Minutes)
Stephen Fitzpatrick	Assistant Chief Officer, Older People's Service (South Locality)
Duncan Goldie	Planning and Performance Manager
Christina Heuston	Assistant Chief Officer, Human Resources
Margaret Hogg	Assistant Chief Officer, Finance
Frances McMeeking	Assistant Chief Officer, Operational Care Services
Pat Togher	Assistant Chief Officer, Public Protection and Complex Needs

**Apologies:**

No apologies

**1. Declaration of Interests**

The following declarations of interest were raised:

Peter Millar & Cllr Morgan declared an interest in Item 10, Performance Presentations.

**2. Apologies for Absence**

Apologies for absence were noted as above.

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	<b>ACTION</b>
<p><b>3. Minutes</b></p> <p>The minute of the meeting held on the 19<sup>th</sup> February 2020 was approved as an accurate record.</p>	
<p><b>4. Matters Arising</b></p> <p>The following matters arising were raised.</p> <p>20/21 Audit Plan – Duncan Black highlighted the potential changes to the audit process in light of the Covid-19 pandemic. An updated 20/21 Audit Plan will be presented to the Committee next month.</p>	D. Black
<p><b>5. Rolling Action List</b></p> <p>Allison Eccles presented the Rolling Action List advising that this is shared for information and comments. The following update was provided:</p> <p>Ref 43 - Information sharing protocol is now signed off and this action is closed.</p> <p>Ref 53 - members sought clarity if a briefing is being prepared for October 2020. Officers noted that further detail was requested in relation to this item and this will be chased up.</p> <p>Ref 54 - members requested that web links be provided. Officers advised that web links are currently being updated as current arrangements have changed and these will be shared.</p> <p>Ref 55 - members requested an update on the meeting with Chief Finance Officers. Officers highlighted that a meeting was arranged with Audit Scotland however this was cancelled in March 2020 due to Covid-19. This will be rescheduled.</p> <p>Ref 56 - the Chair acknowledged that discussions still need to take place.</p>	Officers Officers Officers Cllr Morgan

## 6. Chief Auditors Annual Report 2019/20

Duncan Black presented to the IJB Finance, Audit and Scrutiny Committee the Chief Internal Auditor's Annual Report for 2019/20. The report included an overview of the regulatory background, compliance with the Public Sector Internal Audit Standards, and information on resourcing.

It was confirmed that the review on governance had been completed and reported. The review of Set Aside arrangements had been completed, but the main finding was that there were ongoing national developments at an early stage and so the audit has been paused until this is progressed. A full report will be brought back to the Committee at a later date.

Members questioned why the audit would be paused when the report highlights that the Integration Joint Board is not compliant with the requirements. Duncan Black explained that this was highlighted in the annual report, but Internal Audit felt that it would not have been the best use of Committee time to bring a separate report that simply said this. Instead, a 2<sup>nd</sup> phase of fieldwork will commence once management have progressed the issue further. The full audit report will then be brought to the Committee.

Sharon Wearing advised that the report from the Ministerial Steering Group highlighted that no Integration Joint Board was compliant with the current requirements. It was noted that Dumfries & Galloway's arrangements vary as all services of the Health Board are delegated to the IJB which means they have no set aside arrangements. Officers have met with the Scottish Government and agreed that the proposed Unscheduled Care Commissioning Plan will be Greater Glasgow and Clyde's first step in complying with the requirements. The Committee was asked to note that this budget is significantly overspent and funding gaps would need to be resolved before any budgets could be delegated. The updated Unscheduled Care Commissioning Plan will be brought back to the Integration Joint Board.

Duncan Black confirmed that there were no new significant issues to bring to the Committee's attention in 2020/21, but that the issue of budget uncertainty reported in previous years remained. Specifically, a financially sustainable solution for Homecare has yet to be agreed with Glasgow City Council.

Members highlighted that at a previous meeting of this Committee it was raised that Home Care funding was only secured for this financial year however not future years and sought more information around this.

Officers reported that it was agreed at the March 2020 Committee that Cllr Hunter would take this back to the council however this will be progressed within the budget process for 2021/22.

D. Black

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Duncan Black confirmed that overall, taking all audit work and assurances from management into account, the opinion for the control environment for 2020/21 was one of reasonable assurance.

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

a) noted the report.

**7. Internal Audit - Update (November 2019 – August 2020)**

Duncan Black presented to the IJB Finance, Audit and Scrutiny Committee details of the internal audit work undertaken at Glasgow City Council and NHS Greater Glasgow and Clyde that may have an impact upon the Glasgow City Integration Joint Board.

Auditors highlighted the Glasgow City Council internal audit report for Social Work Services Fostering Arrangements, which was given a limited opinion and 3 high priority recommendations.

Auditors referenced internal audit reports for NHS Greater Glasgow & Clyde, specifically two areas that required “substantial improvement”.

Members requested that a short note in relation to Health Board audits are provided in future.

Auditors agreed and advised that reports have been scrutinised by the Health Board audit committee, but that there is an issue that their Audit Committee is not held in public.

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

a) noted the content of the report.

**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.

Auditors highlighted that there had been good progress by management in progressing recommendations, despite the impact of the pandemic. All outstanding recommendations are in the appendix, which includes management comments and the revised implementation date. This will remain on the register for follow up with a report returning to the Integration Joint Board.

D. Black

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

- a) **noted the progress made in terms of the recommendations implemented and that the Head of Audit and Inspection submits further reports on the status of outstanding recommendations.**

**9. HSCP Performance Report Q1 2020/21**

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 1 of 2020/21 highlighting the red indicators, changes to RAG status, and how performance has been impacted by Covid-19.

Members referenced performance indicators for Child and Adolescent Mental Health Service (CAMHS) and queried what percentage on the waiting list were high priority.

Officers agreed to provide more information on this and proposed that the performance presentation for Children's Services is brought forward to the next meeting of this Committee. Officers advised that CAMHS transferred responsibility to Glasgow City Health and Social Care Partnership in June 2020 and there is work on-going on an action plan around the waiting list.

Officers

Members noted the low response to the knowledge and skills framework under the Human Resources section and asked if there is sight of this. Members acknowledged that this would not be priority for immediate attention.

Officers noted that Christina Heuston will be providing a future report on this.

C. Heuston

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

- a) **noted the attached performance report;**
- b) **reviewed and discussed performance with the Strategic Leads for i) Older People, Unscheduled Care and Carers and ii). Homelessness, in relation to these areas**

**10. Performance Presentations:**

OLDER PEOPLE/ UNSCHEDULED CARE

Stephen Fitzpatrick delivered a presentation on Performance for Older People and Unscheduled Care. The presentation provided an update on; key performance highlights to date; impact of pandemic and service activity; and future challenges and opportunities.

Officers highlighted the clear impact on services with the Covid-19 pandemic. As a direct response to this, the key strategic priorities were to reduce the number of people going into hospital on an unplanned basis or being admitted for emergencies. There has been a focus on hospital capacity and the level of delays at the beginning of the pandemic fell to the lowest numbers in years, and AWI increased as result of this. Glasgow is now more stable and there remains a steady level of discharges and AWI's.

Other areas of priority highlighted and discussed were; performance in relation to Hospital discharge; the updated Unscheduled Care Commissioning Plan which will be presented to the Integration Joint Board; the role of the Maximising Independence programme in promoting independence from reliance on statutory Health and Care service and; key changes in service delivery during the pandemic including the Community Assessment Centre at Barr Street, the Community Respiratory Team and the increased use of technology.

Officers highlighted the concern of a second Covid-19 wave and potentially a bad flu season and highlighted work is on-going for the planning of this year's flu vaccination programme.

Members queried how the work in the HSCP links with the Joint Improvement Team. Officers advised that there is a governance diagram that can be issued to the Committee and there is a lot of lessons learned and sharing to take place. A routine report will be presented to the Integration Joint Board on the progress of Unscheduled Care work.

Officers

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#### CARE SERVICES

Frances McMeeking outlined the presentation on Performance for Care Services. The presentation provided an update on the current position and future challenges and opportunities.

Officers highlighted that there are currently 520 older people resident within the five Health and Social Care Partnership care homes. Officers noted the significant challenges across the care homes during the lockdown period. A decision has recently been taken by Public Health Scotland to halt all indoor visiting with family members due to the current increase in infection rates across Greater Glasgow and Clyde.

Officers reported that care homes are currently subject to a high degree of external scrutiny and accountability to the Scottish Government, Chief Nurse, Care Inspectorate, and Public Health. The Health and Social Care Partnership has established a weekly Care Home Strategy Group and there are daily huddles to engage senior staff and care home management.

Officers advised that all day care units across the partnership were closed from 13<sup>th</sup> March 2020 which remains the position. Recent guidance was issued around these services beginning to reopen however there has been no further indication from the Scottish Government.

Officers reported a significant challenge to resources due to a number of enquiries including one from the Crown Office led by Police Scotland in relation to care homes.

Testing is a weekly requirement for all staff currently in care homes and compliance is noted to be 100%. Officers noted challenges in keeping ahead of guidance and implementing this to workforce. A new digital tool kit has been designed by the Scottish Government to ensure visibility of risks and escalation. All five Health and Social Care Partnership care homes are complying with this new requirement. Some challenges were noted with limited information on testing reports.

Officers noted that the immediate impact with lockdown on Care at Home Services was the workforce dropped to 65% in capacity, this is now back at 85% and continuing to progress. Services are re-starting as per the increase in need. There were no delays in any hospital discharges to home for Glasgow. The workforce is now more stabilised and focusing more on reablement ensuring screening and full assessments to support the return home from hospital.

Officers further reported that a recruitment plan is underway to recruit 200 new home carers across the city to increase care at home capacity across the winter months.

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Members thanked officers for the significant work undertaken in Older People, Unscheduled Care and Care Services stating that the response to these services has been remarkable.

The Independent Sector Provider Representative raised concern about the reduction of care at home services and reduced workforce (down to 65%) and asked if there has been any analysis of the impact.

Officers reported there was an immediate reduction in order to safeguard services for the most vulnerable service users although some services were stopped by family members. All care at home service users were reviewed and given opportunities to engage with third sector organisations or directly with home care via weekly calls to ensure wellbeing and to offer any additional support required. The Health and Social Care Partnership also introduced a partnership with the British Red Cross who continue to offer food parcels and assist with collecting any medication whilst the Health and Social Care Partnership focus on a high end level of need. This was with mutual agreement by families. There were also some families who took parents to live with them.

In relation to the care homes investigation, Officers advised that the Chief Social Work Officer has been sighted on this and the understanding is the investigation is focused on individual care homes.

The Chair highlighted that the Interim Chief Officer previously advised the Council that anyone discharged from hospital was treated as if they could have Covid-19 and were isolated on admission. The Chair agreed to note the concerns and will request items on the next Integration Joint Board agenda that looks at the decisions taken and how these were implemented locally.

The Committee welcomed the effort from staff in each of these services and Officers noted the request for an update report to the Integration Joint Board and for a full discussion on the care homes investigation.

### HOMELESSNESS

Pat Togher delivered a presentation on Performance for Homelessness. The presentation provided an update on; proposed Rapid Rehousing Transition Plan (RRTP) KPIs; challenges and progress; Covid-19 response and support offered to homelessness service users.

Officers acknowledged the significant delays in progress due to the impact of Covid-19. There has been little general letting by Registered Social Landlords (RSLs) over the past six months with only 21 properties being offered, and as a result the recent homeless service users in hotels is around 600. The exit strategy from hotels is almost complete however it is reliant on accommodation offers and a formal letter has been written requesting that 90% of the homeless population is housed.



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In relation to the Rapid Rehousing Transition Plan, officers highlighted there have been 116 Housing First tenancies created with plans to have this increased to around 200 by December 2020. The current housing sustainment is around 90%. The Wheatley Group have also committed to providing another 100 properties.

There is a target to reduce service users in temporary accommodation to 50% over the next five years and a service redesign should allow a transition to permanent accommodation in a shorter time period. Decisions made within 28 days of initial presentation to settled accommodation has continued throughout the pandemic with this being 99% which relates to the accessible hotel provisions.

Officers acknowledged the significant short fall on the number of new resettlement plans completed. Instances where emergency accommodation is required and an offer made is 99% on target. The number of households reassessed as homeless within 12 months was a target of 437, there is no actual figure recorded at this time as this is currently with the Scottish Housing Regulator (SHR)

Officers outlined the challenges with demand for homelessness provision with there being around 220-250 weekly requests, with anticipation that this demand will be maintained. There has been gradual increase in letting and 200 offers have been provided by RSL's. There is also negotiations with YPeople to accommodate more than 350 people over next 12 months.

The city centre risk continues to be a challenge; with dealing with a particularly complex population and with the easing of lockdown restrictions there has been an increase in begging. There has been a four weekly city centre partnership meetings implemented with a risk matrix being completed.

The presentation illustrates the demand due to Covid-19 and the response by the Health and Social Care Partnership. Homelessness services have continued to operate throughout the course of the pandemic and figures suggest that around 80-90% of the usual business is taking place.

Officers outlined the support that has been offered to homelessness service users over the course of the pandemic with the commencement of the complex needs outreach services, opiate replacement therapy, BBV testing, expansion of naloxone programme, introduction of RAG system, commissioned services support to hotels, and Housing First support.

Members acknowledged the challenges in homelessness over the past 6 months and thanked staff at every level of their commitment and tremendous work undertaken during a difficult period.

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The Independent Sector Provider Representative raised the following; if there is a timeline for the current service users in hotels to move on; if there is a commitment on temporary accommodation going forward and to what extent will the council be reimbursed from the Scottish Government for the activity undertaken.

Officers confirmed that at this time there is no time limit as there is no commitments from RSL's however numbers have started to steadily reduce with service users moving on to supported or temporary accommodation with a volume returning to reside with family and friends. Officers advised that there has been a recent meeting with the Housing Minister who committed to reviewing the under occupancy policy.

Sharon Wearing noted the biggest financial challenge is hotels and this has been included in the mobilisation plans and submitted to the Scottish Government. The share of £75m is part of the financial allocation from the Scottish Government, however the challenge is the latter half of the financial year.

Members noted the previous presenting legal challenge with the Judicial Review around emergency accommodation and asked for an update. Officers confirmed that the Judicial Review is no longer taking place and the SHR is conducting their own enquiry although they have been unable to conclude phase 3 as this involves meeting face to face with the workforce.

Members queried if the work that has been undertaken by our public services to support our citizens has been captured and can be available for members of the public, as it is important that there is communication around this. Officers acknowledged reports are available to the public. This will be raised with the Interim Chief Officer.

Members referenced the health consequences and asked Officers for more information around the additional resources that will be required to meet the additional needs.

Officers noted that there is a current recruitment in response to the Covid-19 demand to recruit 16 additional homelessness staff that will enhance caseload capacity. There is also a review on the Homeless Addiction Team (HAT) which will target complex needs; this review should be concluded by October 2020. Officers reported that the HAT Outreach Service has produced more results in getting service users into treatment. The re-model of services will include enhancement of Community Psychiatric Nurses and Registered Mental Nurses.

## 11. Adult Support and Protection - 2019 Annual Joint Self Evaluation

Pat Togher presented a report to advise the IJB Finance, Audit and Scrutiny Committee of the outcome and findings of the annual joint self-evaluation which took place in September 2019 in relation to Adult Support and Protection. The report is to brief members on the findings and the planned joint self-evaluation for 2020.

Officers acknowledged the level of engagement from services users in joint self-evaluation which was presented to the Adult Support and Protection Committee. There are also four sub groups which feed into this Committee. Officers advised that weekly stats are provided to the Scottish Government and there is ongoing consistency for additional self-evaluation process which includes mental health retentions, and activity in domestic abuse within Adults and Children Services.

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

- a) considered the information relating to the findings of the Joint Self Evaluation by the HSCP, GGCNHS and Police Scotland;
- b) noted the method and model used with the support of the Care Inspectorate and the intention to use the findings and recommendations to scope and shape the planned HSCP joint self-evaluation for 2020; and
- c) requested that the outcomes and findings of the next joint self-evaluation is considered by the IJB Finance, Audit and Scrutiny Committee and brought back as and when appropriate following the 2020 evaluation.

## 12. Clinical and Professional Quarterly Assurance Statement

Pat Togher presented a report to provide the IJB Finance, Audit and Scrutiny Committee with a quarterly clinical and professional assurance statement advising that this outlines the activity and response to Significant Case Reviews (SCRs), Significant Clinical Incidents (SCIs) and Multi-Agency Public Protection Arrangements (MAPPA).

The professional assurance statement displays evidence that the Health and Social Care Partnership continue to maintain robust Governance processes in response to high risk cases. Additional appendix has been added around a breakdown of the figures for the corresponding care groups.

Members sought more information on the health care associated infections and how this is being reported.

Officers clarified that this information is provided via the SCI report and is highlighted by Health Governance.

The IJB Finance, Audit and Scrutiny Committee:

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

**13. Care at Home and Housing Support Service – Care Inspectorate Inspection Outcome December 2019**

Frances McMeeking presented a report to advise of the outcome of the inspection of care services provided by Glasgow City HSCP, which was undertaken by the Care Inspectorate in December 2019 for the 6 registered services, covering Housing Support Services and Care at Home Services. (Housing Support is defined as an integrated package of care which can include budgeting, housework and shopping tasks).

Officers reported that the Care Inspectorate is working with a new methodology and chose the Health and Social Care Partnership to pilot this; differences include the discussions and reach to service users and frontline staff and no longer focuses on the policy process

North East, North West and South area services retained a good scoring with actions taken to look more at the comprehensive risk assessments for specific care needs.

A recommendation from the Care Inspectorate was the frequency of reviews for services users with higher end complex needs to be reviewed within 3-6 months.

Members referenced the difference in scoring within the South area and asked what would be the best practice to ensure best care.

Officers explained there has been some challenges with recruitment around the demographic level in the South area and therefore this is lower in this area. Agency staff is used in the South more than anywhere else in the city.

The Committee welcomed the report detailing the scoring.

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

- a) **Noted the content of the report and the audit finding of this report in respect of the range of provided care services in respect of the six registered services inspected and trends in relation to grades awarded; and**
- b) **Noted the introduction of a new quality framework and revised methodology following the introduction of new Health and Social Care Standards 2019.**

#### **14. Integration Joint Board Property Strategy 2019-2022 Update**

Gillian Hennon presented a report to update on the progress on Glasgow City IJB's Property Strategy 2019-2022 in support of the delivery of the IJB's Strategic Plan.

Officers reported the significant progress with North East Health and Care Hub with Stage 1 approval at both the Integration Joint Board and Health Board, and has subsequently been submitted to the Scottish Government Capital Investment Group for approval. The Health and Social Care Partnership is now progressing planning consultations.

There are five projects waiting for decision from the Health Board around Capital Priorities, these include Sandyford, Drumchapel & Townhead Health Centres and Mental Health wards at both Stobhill and Leverndale Hospitals. Hubs at Govan and Townhead will include Learning Disability Day-care Centres and all hubs will provide both Health and Care Services.

Officers acknowledged that the progression of capital works was significantly impacted by the Covid-19 pandemic, however work continued on the Adult Mental Health Ward at Stobhill Hospital with a revised handover date of August 2020. There is on-going work around health accommodation within the Primary Care Improvement Plan agenda and two Children's Residential homes are progressing along with the Rodney Street homeless assessment centre.

Members asked what impact Covid-19 will have an impact on the rebalance of office accommodation and also if there was scope to look at integration of Learning Disability Day Care Centres within mainstream community services.

Officers reported that there has been a lot of work on office accommodation and there are some challenges responding to Covid-19 due to the reduced space available. Availability of IT equipment to support home working is also an issue.

Officers advised that there are only two Learning Disability Day Care Centres within Glasgow and these are for service users with high end complex needs who have been assessed and are not appropriate for community based supports. The current Day Care Centres are not fit for purpose.

#### **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.**

**15. Glasgow City IJB Budget Monitoring for Month 3 and Period 4 2020-21**

Margaret Hogg presented a report to outline the financial position of the Glasgow City Integration Joint Board as at 30th June 2020 (Health) and 3rd July 2020 (Council), and highlights any areas of budget pressure and actions to mitigate these pressures.

The summary position is net expenditure is £385k lower than budget to date. Gross expenditure is a £2.4m underspent, and income is under-recovered by £2.0m.

Officers acknowledged the changes in budget since this was agreed at the Integration Joint Board. The main budget changes were outlined at section 3.1 of the report and budget variances outlined at section 5.

Officers further reported that services had been adapted and new services implemented in response to Covid-19. The report outlined the funding which had been made available to date in support of this work, with further funding being pursued.

An interim budget offer was provided by the Health Board when the budget was set. The 2020/21 Financial Plan requires to be presented at the Health Board for approval and the budget offer remains interim at this stage.

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

- a) **noted the contents of this report and;**
- b) **noted the update on the IJB's budget offer from Greater Glasgow and Clyde NHS Board.**

**16. Risk Management Quarterly Update**

Allison Eccles 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.

The report covers all changes to risks since they were last reported to this Committee in February 2020.

Officers outlined the changes to the IJB, Social Work and Health risk registers.

Members sought an update on risk register reference 566.

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Officers advised that Visor is a police system and there were proposed changes to the vetting procedure however most Local Authorities have not adopted it as this would require corporate changes to terms and conditions. This has therefore remained as a risk.

The Committee noted the risks and the control actions in place.

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

- a) **noted the report; and**
- b) **noted the high risks on the Integration Joint Board, Social Care and Health Risk Registers.**

**17. Attendance Management**

Christina Heuston presented a report to advise the IJB Finance, Audit and Scrutiny Committee of the latest absence levels across Glasgow City Health and Social Care Partnership.

Officers reported that Covid-19 related absences are not included however these can be provided on request. Q1 for Social Work Services is a 1% increase from last year. The figures for Health have lowered in Q1; Covid-19 and working from home figures are not included within the report.

Officers referred to the action plan highlighted at 3.1, in the event of further impact on Covid-19 as the infection rates increase.

Members acknowledged the challenges and noted the report.

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

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

**18. Next Meeting**

The next meeting was noted as Wednesday, 21<sup>st</sup> October 2020 at 9.30am via Microsoft Teams.