

**NOT YET APPROVED AS A CORRECT RECORD****GLASGOW CITY INTEGRATION JOINT BOARD  
FINANCE AND AUDIT COMMITTEE****IJB-FAC (M) 04-04-18**

Minutes of meeting held in the Boardroom, Glasgow City HSCP,  
Commonwealth House, 32 Albion Street, Glasgow, G1 1LH  
at 9.30am on Wednesday, 4<sup>th</sup> April 2018

**PRESENT:****VOTING MEMBERS**

Cllr Ken Andrew	Councillor, Glasgow City Council
Cllr Ade Aibinu	Councillor, Glasgow City Council
Simon Carr	NHSGG&C Board Member (Chair)
Ross Finnie	NHSGG&C Board Member
Anne-Marie Monaghan	NHSGG&C Board Member
Cllr Jane Morgan	Councillor, Glasgow City Council (Vice Chair)

**NON-VOTING MEMBERS**

Sharon Wearing	Chief Officer, Finance and Resources
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**IN ATTENDANCE**

Ann Cummings	Service Manager
Allison Eccles	Head of Business Development
Stephen Fitzpatrick	Assistant Chief Officer, Older People's Services
Will Hart	Chief Auditor, Internal Audit
Margaret Hogg	Assistant Chief Officer, Finance
Julie Kirkland	Senior Officer (Governance Support)
Ann-Marie Rafferty	Assistant Chief Officer, Public Protection & Complex Needs
Sheena Walker	Governance Support Officer (Minutes)
Pamela Wilkinson	Audit Manager, Internal Audit

**APOLOGIES**

Jillian Campbell	Senior Audit Manager, Internal Audit
Peter Millar	Independent Sector Provider Representative

**1. DECLARATIONS OF INTEREST**

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

**2. APOLOGIES**

Apologies for absence were noted as above.

**ACTION**

### **3. MINUTES**

The minutes of the meeting held on 4<sup>th</sup> February 2018 were approved as an accurate record.

### **4. MATTERS ARISING**

There were no matters arising raised by the Committee.

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

The Committee reviewed the rolling action list and members stated that it was unclear where reference number 23, homelessness work plan; and reference number 26, report on self-directed support would be presented

Simon Carr advised that there had been a discussion with David Williams and himself regarding these items; they had been requested as matters arising from the IJB Finance and Audit Committee to come back to a future meeting, but that David thought that it was now appropriate that they go to the Performance Scrutiny Committee. Simon suggested that they should come back to Finance and Audit as they were requested by the Committee, but that David's view was they go to the Performance Scrutiny Committee to better balance agendas.

Members discussed and agreed that it was not good governance that decisions were made by Chief Officers to change which Committee items were presented, without discussion with the Committee. Simon reported that there were two issues; firstly, if it was right that the Executive refer matters arising from one Committee to another; and secondly how to structure the business of the IJB, proposing that this be discussed at a development session, and that Chairs and Vice Chairs of the Committees and IJB would meet first to discuss, before views were taken at the full session.

Officers advised that it had been agreed at the September IJB that the balance of agenda items would be reviewed at a future development session.

The Committee agreed that Simon would email David Williams advising that the Committee wanted the items of homelessness work plan and self-directed support report referred to the Finance and Audit Committee and also requesting a meeting with the Chairs of the Committees.

**Simon Carr**

Sharon Wearing provided an update on rolling action reference number 25, writing to Audit Scotland regarding the audit fee for 2018/19. A response had been received with a detailed breakdown and officers were comfortable with the fee. Sharon reported that a contribution to wider national audit costs on integration was also included in the fee.

### **6. INTERNAL AUDIT PLAN 2018/19**

Will Hart presented the IJB Finance and Audit Committee the 2018/19 internal audit plan for the Glasgow City Integration Joint Board.

The areas for inclusion in the Plan were outlined at section 2.1 of the report; with more detail provided in appendix 1, including links to risks (where applicable). A correspondence was issued to all members of the IJB seeking comments on the draft Plan and these were incorporated in the final report.

Members queried if there was a timescale of the Scheme of Delegation/Board and Committee Governance Audit. Internal Audit advised that there was not a timescale, but there would be discussion with officers and this was also due to be discussed at an IJB development session.

The assurance area of Head of Audit's Opinion in appendix 1 was referred to and members requested that the Section 95 Officer be included, as they had a level of assurance to highlight issues identified by Internal Audit. It was agreed that this would be included in the report.

Will Hart

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

***a) approved the implementation of the Internal Audit plan for 2018/19.***

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

Will Hart presented to the IJB Finance and Audit Committee an update on the implementation of previously agreed recommendations.

The Committee was informed that there were 11 audits recommended, 7 were complete, 2 were not yet due for completion; and 2 were outstanding. The outstanding recommendations related to the development of a new Information Sharing Protocol; which had been drafted but was being revised due to the General Data Protection (GDPR) requirements; and also the recommendation regarding the implementation of directions. An agreement had been reached that an annual report would be produced on directions, with the first report due June 2018.

[Officers advised of a correction to the report at section 2.1 (ii), the implementation date was June 2018 and not June 2017].

***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.***

**8. INTERNAL AUDIT – 6 MONTHLY UPDATE REPORT (OCTOBER 2017 – MARCH 2018)**

Will Hart presented to the IJB Finance and Audit 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.

At section 2 of the report the Internal Audit reports issued to the Council which are relevant to the IJB were detailed; Workforce Planning arrangements and Spear Phishing – Review of Payment Processing Arrangements. Reasonable assurance was provided, and no high priorities were made. Section 2.3 provided an update on previous high priorities; one was outstanding in relation to Self-Directed Support payment cards, however this solution required IT resource and was delayed due to the transition to the Council's new IT arrangements. This would be reviewed and a further update provided to the Committee when complete.

Section 3 of the report detailed the Internal Audit reports issued to NHS Greater Glasgow and Clyde, which are relevant to the IJB. This section of the report was produced by PwC for the Finance and Audit Committee. There was 6 audits, 2 of which were high in relation to waiting times management; and suicide risk assessment. Section 3.3 of the report provided an update on previously reported high priority recommendations from reviews undertaken by NHS Greater Glasgow and Clyde.

It was questioned by a member if payment cards would be issued to every user of self-directed support; and that if individuals had a process that worked for them was there an option to opt in or out. It was also raised that there were concerns of what the card would look like and the stigma attached to using this. Also concern that the charges to people for paying in to accounts had a huge impact on people.

Officers advised that the cards would be offered to those on direct payments to streamline process for them and support would be offered. The cards looked like bank cards and were not designed to stigmatise people, but to help them. If there is reason and justification for someone not to use the cards then this could be considered on an individual basis. The current system is unsatisfactory and change had been delayed due to the change in IT provider; officers were awaiting proposals for a process that was more efficient and helpful for service users. The paper presented to the Committee is an audit report for efficiency processes, not regarding policy; this would be a matter for the IJB.

It was agreed that officers would write to the Council's Strategic Innovation and Technology Team advising that the Committee was disappointed with the delay of the implementation of the payments cards and outline the consequences of this.

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

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

Allison Eccles

## 9. HSCP PERFORMANCE REPORT Q3

Allison Eccles presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 3 of 2017/18. The summary table at section 2 provided a summary of the performance measures for Q3 and the changes in the RAG status, with detail of each care group and changes in status. Page 21 onwards provided the detail and trends over time for each of the care groups. Narrative was provided for the indicators that were red and amber.

Officers further advised that there had been discussion regarding the presentation of the report and it had been agreed that for the next meeting the summary report would include narrative on the performance trends and the detailed report would be appended.

Members discussed the performance report and raised the following:

- Requested clarity on the waiting times targets for CAMHS – if this was 18 weeks or 12 weeks.
- Agreed that a summary report on the performance management infrastructure would be produced for the next meeting.
- Highlighted that the risk registers can influence the performance report and that the Committee should see both to ensure there was no disconnect.
- Requested that the source of performance indicators were explicit in the report.
- Requested that comparative data is included in presentations when possible and that this is included in the annual performance report.
- Agreed that the 2018 schedule of presentations on performance to the Committee be circulated to members.
- Queried if the number of anticipatory care plans from GPs would be included in future reports. Officers advised that this had been raised with Paul Adams, Head of Older People's Services and officers would follow up and report back to the Committee.
- Requested that the timescales for change in targets be more definitive. Officers advised that this had been agreed and would be enforced in the new financial year.

Allison Eccles

Duncan  
Goldie

Duncan  
Goldie

Officers

Duncan  
Goldie

Members welcomed the report and the work from officers in producing this.

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

- a) noted the attached performance report; and***
- b) reviewed and discuss performance with the Strategic Lead for Criminal Justice and Carers.***

## a) Carers

Stephen Fitzpatrick and Ann Cummings delivered a presentation on Carers performance for Quarter 3 of 2017/18. The support to carers is an integral and important part of the HSCP strategy. An event took place the previous today on the launch on the new Carers Act and this was reported as positive.

Officers advised that the carers' information booklet was produced as a tool for carers to explore what support measures were available for them and their carer responsibilities; and there had been an increase in the number of carers support plans. The performance and monitoring framework was outlined; the Framework was introduced in April 2014 and all carer services recorded the same information. Locality managers from Social Work services and Carer Centres have responsibility for preparing quarterly reports and these were collated for city wide reporting; and also presented quarterly to the Carer Strategic Planning Group and an annual report produced for IJB.

The key performance indicators were outlined to the Committee of the number of new carers identified during the quarter that have gone on to receive a Carers Support Plan or Young Carer Statement. The sources of carer referrals were through Primary Care, Acute, Social Work, Education, CIL and others. A qualitative evaluation questionnaire: Did our services increase your ability to support the person that you care for? was also available to carers for completion on a voluntarily basis; the target was a 65% completion rate and Glasgow achieved 91% in Quarter 3, although officers highlighted that this was a relatively small sample.

Officers advised that carers support is an important area of the business and there was a strong emphasis on early intervention to reach carers and provide support measures for them and preventing crisis in caring.

The Committee thanked officers for the presentation and raised the following:

- requested that percentages be used for performance rather than whole numbers, so that the proportion of carers was clearer.
- suggested that graphs be included in future presentations to show progress against targets.
- discussed the figures on feedback from questionnaires and questioned what could be done to improve rates. Officers reported that more work would be done to improve this, but that completion was voluntarily.
- members questioned if reporting could be on a condition basis to show groups being cared for and if there was a pattern. Officers advised that this could be analysed going forward, but that conditions could be across all care groups. Case studies of carers were included in the Carers Annual Report

**Officers**

**Officers**

**Officers**

that would show real life examples. It was agreed that the annual report would be circulated to the Committee.

Officers further advised members of the relationship with the carer's reference group explaining that there were three local carer forums, supported by community workers; six members from each forum were on the city-wide group. There was also proposals for a city-wide carer's event to reach a wider number of the carer community.

## **b) Criminal Justice**

Ann-Marie Rafferty delivered a presentation on Criminal Justice performance for Quarter 3 of 2017/18. The criminal justice performance context was outlined including the policy of reducing offending and reoffending, speed and efficiency, public protection emphasis, Community Justice Scotland, national standards for criminal justice social work; and statutory reporting required for Scottish Government. A new Bill for managing offenders was out for consultation to end April. There was a real emphasis on public protection, domestic violence; and MAPPA sexual offending cases. There was strong partnership working with Community Justice Glasgow, Scottish Prison Service and Police Scotland. The Scottish Government funded criminal justice services on the basis of national standards; and grants were allocated based on the number of offenders worked with.

The performance levels for the quarter were outlined for the 6 key indicators, as well as the ongoing challenges and developments for the future. Ann-Marie advised that officers tried to build relationships with people at the time of completing reports to try and assist them in rehabilitation. Staff recognised that services users could have multiple issues and require support also for employment, addictions and homelessness. Pro-social modelling was used to work with individuals to support them.

For future developments officers were trying to attract providers to offer work opportunities to people, to have a personal approach and identify placements desirable for each individual. A workplace visibility event was scheduled for June which was a celebration of providers who provided personal placements. Individuals would attend to share their experiences and it was hoped that this would create an opportunity for new providers to become involved and increase the number of partner agencies the HSCP worked with. It was recognised that personal placements had a higher success rate for individuals.

Ann-Marie also referred to partnership working and sharing information through multi-agency work. There was also an opportunity to work directly with women in custody through the new Women's Custodial Unit, scheduled for 2020. Many of the women experienced other issues with addiction, mental health and

exploitation. Meetings were taking place with the Scottish Prison Service; and Health Improvement Colleagues were involved.

Members welcomed the presentation and the information provided. Targets were discussed and that these should be outcome based not output driven although it was recognised that these targets were set by the Scottish Government and this was a national issue. Members were reassured of good social work practice of frontline staff and this was inherent in the engagement process with people.

The Committee also discussed the importance of building relationships with people to help change their lives and through providing support. Also of the importance and benefit of education to change behaviours for future generations.

It was agreed that the link to the Community Justice Glasgow: Community Justice Outcomes Improvement Plan Consultative Draft 2018-2023 would be circulated to the Committee.

The Committee thanked all officers for the presentations and the performance report.

#### **10. BUDGET MONITORING MONTH 10 / PERIOD 12**

Margaret Hogg presented a report to outline the financial position of the Glasgow City Integration Joint Board as at 31 January 2018 (Health) and 16 February 2018 (Council), and highlights any areas of budget pressure and actions to mitigate these pressures. Section 3 of the report outlined the main budget changes. During Month 10/Period 12 the net expenditure had increased by £0.841m; net expenditure is £4.333m less than budget to date. The overall savings target for 2017/18 is £17.392m with expected achievement of £16.627m, leaving a shortfall of £0.765m within Adult Mental Health, Physical Disabilities and Children's and Families.

The reasons for major budget variances were provided at section 5 of the report. It was reported that there was a reduction in residential school placements and purchased placements; this was in line with the direction of travel and savings for 2018/19. There was an underspend in Older People and Physical Disability, mainly due to slippage in older people residential and day care capital programme. Underspend was also reported in Addictions, this was due to staff turnover, but recruitment continued; this was also the case for Adult Mental Health. In Elderly Mental Health there was unachieved savings in inpatient services; this would continue to be progressed going forward. The conclusions of the report were outlined at section 7.

**Ann-Marie  
Rafferty**



The Committee expressed thanks to staff for the work in the transformation programme and of the savings achieved; this work was to be commended and also that services were being transformed without further investment.

Members referred to areas of underspend and questioned if this would be used for preventive services, for example family support, rather than utilised for areas of overspend. Officers reported that part of the strategy and financial framework for Children's Services was to reinvest in two key areas of preventive work; staff in residential units and edge of care. The next area to look at would be third sector. Officers would update the Children's Services programme for the new financial year; this may identify less savings required, and if so this may allow for further investment. It was also reported that there had been work with the Big Lottery for family support.

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

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

**11. NEXT MEETING**

The next meeting will be held at 9.30am on Wednesday, 13<sup>th</sup> June 2018 in the Boardroom, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH

The meeting ended at 11.50am