

**NOT YET APPROVED AS A CORRECT RECORD**

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

**IJB-FAC (M) 12-06-19**

Minutes of meeting held in the Boardroom, Glasgow City HSCP,  
Commonwealth House, 32 Albion Street, Glasgow, G1 1LH  
at 9.30am on Wednesday, 12<sup>th</sup> June 2019

**PRESENT:**

**VOTING MEMBERS**

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

**NON-VOTING MEMBERS**

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

Duncan Black	Chief Internal Auditor, Internal Audit
Steven Blair	Principal Officer, Governance
Craig Cowan	Business Development Manager (Substitute for Allison Eccles)
Gary Dover	Head of Planning and Performance, Children's Services
Michael Gillespie	Principal Officer, Commissioning
Duncan Goldie	Planning and Performance Manager
Gillian Hennon	Head of Finance
Margaret Hogg	Assistant Chief Officer, Finance
Jackie Kerr	Assistant Chief Officer, Adult Services
Julie Kirkland	Senior Officer (Governance Support)
Sheena Walker	Governance Support Officer (Minutes)

**APOLOGIES**

Allison Eccles	Head of Business Development
Ross Finnie	NHSGG&C Board Member (Vice Chair)
Peter Millar	Independent Sector Provider Representative

**1. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**2. APOLOGIES**

Apologies for absence were noted as above.

**3. MINUTES**

The minutes of the meeting held on 24<sup>th</sup> April 2019 were approved as an accurate record

**4. MATTERS ARISING**

There were no matters arising.

**ACTION**

## 5. ROLLING ACTION LIST

Craig Cowan presented the rolling action list advising that actions 29 and 37 were now closed. There was an update for action 7 regarding the set-aside budget; this was now included in the Ministerial Strategic Group action plan. Officers also confirmed that the non-completion of the Information Sharing Protocol was not impacting on services – reference number 43.

Members referred to reference number 29 and the impact of the Older People's Transformational Programme on the female workforce; the Committee were seeking information on both the HSCP workforce and the wider workforce generally. Officers advised that an EQIA had been completed and there would be some detail included in the June IJB report.

## 6. INTERNAL AUDIT – REVIEW OF FINANCIAL GOVERNANCE

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

Officers advised that audit opinion was a reasonable level of assurance and there were no major issues reported.

Members asked to be reminded of the categories of assurance and queried the "reasonable" assurance in this case given that the report showed one low level priority.

Officers accepted the points raised by the Committee and would take this into consideration for future reports.

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

- a) noted the content of the report; and***
- b) recommended that the Head of Audit and Inspection submits a further report to the IJB Finance, Audit and Scrutiny Committee on the implementation of the action contained in the attached Action Plan.***

## 7. INTERNAL AUDIT – REVIEW OF PARTICIPATION AND ENGAGEMENT ARRANGEMENTS

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

Officers advised that a reasonable level of assurance was provided and three recommendations were made, as outlined in the action plan. An update would be presented to the Committee in September.

Members questioned if the report had been shared with the Chair of the IJB Public Engagement Committee prior to being submitted to the IJB Finance, Audit and Scrutiny Committee. HSCP officers advised that they had supported the audit and clarified some points, but this had not been shared with the IJB Public Engagement Committee Chair. This will be considered as part of the process in future.

Members also queried how assurance would be provided that the community had been connected/consulted with, and quality measured. Officers advised that there

Duncan Black

Duncan Black

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was a responsibility to consider evaluating consultations, as per the best practice guidelines. Officers were also considering producing a register of consultation activity to capture the work that takes place across the city and at different forums. Members welcomed this proposal and asked that this is included in the report to the IJB Public Engagement Committee in August on participation and engagement; and that the outcome is fed back to this Committee in Internal Audit's report in September.

Allison Eccles/  
Craig Cowan/  
Duncan Black

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

- a) noted the content of the report; and***
- b) recommended that the Head of Audit and Inspection submits a further report to the IJB Finance, Audit and Scrutiny Committee on the implementation of the actions contained in the attached Action Plan.***

### **8. INTERNAL AUDIT - CHIEF INTERNAL AUDITORS ANNUAL REPORT 2018/19**

Duncan Black presented to the IJB Finance, Audit and Scrutiny Committee the Chief Internal Auditor's Annual Report for 2018/19.

Officers provided an overview of the report, advising that there was a requirement to report annually. Officers outlined the planned assurance work; 2018/19 audit issues, the workplan for 2018/19; and an update on governance issues previously reported. There were no unsatisfactory audit issues and a reasonable level of assurance was given.

Members requested that future reports include detail of follow up work. Officers advised that they would include this going forward, and assured the Committee that there were no concerns of IJB follow up work.

Duncan Black

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

- a) noted the report.***

### **9. ANNUAL GOVERNANCE STATEMENT 2018/19**

Duncan Black presented to the IJB Finance, Audit and Scrutiny Committee the Annual Governance Statement for the Glasgow City Integration Joint Board for 2018/19.

Officers advised that that this was a joint document and was presented for noting and forwarding to the IJB for approval. The report describes the arrangements in place, the purpose and effectiveness; and management's view of governance arrangements.

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

- a) noted the Annual Governance Statement for 2018/19 and refer to the Integration Joint Board for approval.***

### **10. OUTTURN REPORT 2018/19**

Margaret Hogg presented a report to provide a high level overview of the Integration Joint Board's draft outturn position for 2018/19, and to seek approval for the transfer of funds to reserves to allow completion of the Integration Joint Board's

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accounts by the statutory deadline of 30 September 2019. The report was presented to the Committee for discussion before submitting to the IJB for approval.

The significant budget changes since Month 12/Period 13 were outlined in the table at section 2.2; this also included funding to meet Housing First in 2018/19. Indications are that this will be funded by the Scottish Government allocation to Corra going forward. The set-aside arrangements were also outlined and the Committee advised that a transitional arrangement had been agreed for 2018/19; the set-aside figure has been confirmed as £129.294m.

Officers also referred to the IJB approved Reserves Policy and the recommended creation of reserves of up to 2% of net expenditure. The outturn position was outlined and the Committee advised that the themes were consistently reported through the budget monitoring reports presented over the course of the year. The final position secured an underspend of £6.999m.

Officers reported on the reserves position during 2018/19; £4.409m had been used for earmarked reserves and £2.484m of General Reserves used to meet the 50% share of the overspend on Homecare Services. Officers further reported on the closing position and the underspend of commitments not achieved in 2018/19. There was a total of £19.912m for decision and proposals outlined at section 5.2. Officers explained that reserves should not be held unnecessarily and should be held for planned expenditure. There were £8.273m reserves available for redistribution. If approved this would result in a general reserves position of £14.251m, which equates to 1.2%. This represents progress towards the 2% target. The timescales for earmarked reserves was reported and the risks and budget pressures going forward.

The Committee discussed the Reserves Policy and holding reserves when there were pressures within some services. Members also debated the appropriate amount of reserves to hold and if 2% is required. Some members expressed that 2% was low in terms of the overall budget. The Committee also discussed communication to the public in holding reserves and that the reaction in the public domain cannot be underestimated.

Officers stated that best practice guidance for reserves was 2-4%; and that the IJB position on reserves was good practice. Sustainability is important and Audit Scotland will continue to look at IJBs and their sustainability going forward. The IJB received a positive comment from Audit Scotland the previous year; and the IJB was in a better position this year than expected. Officers also highlighted the risk of prescribing, which was unpredictable; and that there will be potential risks from Brexit. Officers further reported that there were pressures and challenges within Adult Services and that the reserves may be used to respond to these pressures.

Members questioned if reserves could be used for services under pressure, to invest and respond to demand. Officers explained that there would be scope in future and options could be presented to the IJB on bridging finance where required. Officers stressed the importance of sustainability and that this must be closely monitored as the IJB did not want criticism from Audit Scotland or to be in a vulnerable position. The IJB must be sustainable; and the positions monitored as changes can happen very quickly. The IJB was not at a 2% position on reserves, but was continuing to make progress to achieving this over future years.

Officers will update the report and the management commentary in the Unaudited Annual Accounts to outline the reserves policy, best practice guidance and include the positive comments received from Audit Scotland the previous year.

Sharon Wearing

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

- a) noted the contents of this report;***
- b) noted the transfer to earmarked and general reserves of £19.912m as outlined in paragraph 5.2; and***
- c) noted redistribution of reserves as outlined in paragraph 5.5.***

**11. UNAUDITED ANNUAL ACCOUNTS**

Sharon Wearing presented to the IJB Finance, Audit and Scrutiny Committee the Unaudited Annual Accounts for the year ended 31 March 2019. The accounts were presented for comments and approval prior to submission to the IJB for approval. The accounts included management commentary on the performance of the IJB in the last year, where the IJB had performed well and areas of improvement. The financial position was outlined, and areas of risk and pressure going forward.

The Committee discussed the accounts and proposed the following amendments:

- Further information to be included on health inequalities and inequality in Glasgow and how this changes.
- Further detail to be included regarding the underspend in recruitment and explain why there was a delay of an average 7 months to recruit. Also include any comparative situations of actions that officers are taking.
- The graphics of older people aged 65 and over and children should be more representative. Images of an older person without a stick and a teenager should be included in future publications.
- Section (i) – first sentence at paragraph two to be amended to: *'Integration is about transforming services.'*
- Page 18 – sickness absence for Social Work to also include the percentages.
- Management commentary to be updated to include commentary on reserves as discussed under Item 10.
- Comments from Audit Scotland to be included in the accounts regarding the positive direction of the IJB and sustainability.

Officers would make amendments and share revisions with Cllr Morgan, Simon Carr and Cllr Hunter for comment before submission to the IJB for approval.

Sharon Wearing

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

- a) noted the IJB's Unaudited Annual Accounts;***
- b) approved the submission of the Unaudited Annual Accounts to the IJB for approval; and***
- c) approved the timetable for the sign-off the Annual Accounts in Appendix 2.***

**12. HSCP PERFORMANCE REPORT Q4 2018/19**

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 4 of 2018/19. At Q4, 46 (43%) indicators were GREEN; 51 (47.6%) RED; and 5 (4.7%) AMBER. The indicators which were RED and also those that had been RED for two or more successive quarters were outlined at section 4.3. Changes in RAG status were detailed at section 4.4. The performance report to the Committee was kept under review and indicators were added or adjusted for future reporting. The framework would also be amended to include targets for unscheduled care and to reflect the Ministerial Strategic Group action plan. Officers further reported that the draft Annual Performance Report would be presented to the IJB in June for approval.

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Members referred to some of the targets that had not been achieved which were controllable, such as staff induction and complaints; questioning why these had not been achieved. Members wanted to see improvements in areas that can be managed and a detailed action plan to improve performance.

Officers explained that there are many factors that could impact performance and, for example, within complaints there were issues with staff resource, the volume of complaints, and the complexity; and also due to the transfer of Home Care services and processing these complaints. Officers provided reassurance that detailed action plans were in place and recruitment underway for additional resource to the team.

Officers also advised that managers are routinely asked for narrative on actions undertaken to improve performance and that Leads from each service present their performance routinely to the Committee for scrutiny.

Members requested that information is provided on the performance of waiting times to access Dementia Linkworkers as there had been no improvement this quarter. Officers would include this on the rolling action list and provide the Committee with an update on the position.

Duncan Goldie

Members also discussed access to Child and Adolescent Mental Health Services (CAMHS) and the referral to Choice; requesting further information on this service and also if there were other appropriate referral options.

Officers advised that with the transfer of Specialist Children's Services to Glasgow there would be opportunities to utilise other services. Officers would circulate further information on Choice to the Committee

Duncan Goldie

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

- a) noted the attached performance report; and***
- b) reviewed and discuss performance with the Strategic Lead for Primary Care.***

## PRIMARY CARE PRESENTATION

Gary Dover delivered a presentation on Primary Care performance for Q4 2018/19. Officers provided an overview of the three performance indicators; including prescribing, immunisation rates and Allied Health Practitioner waiting times. MSK physiotherapy rates were reported as red; this service was provided by West Dunbartonshire HSCP and progress reports are regularly made to Glasgow's Primary Care Steering Group. An action plan is in place and work is ongoing to improve the service; and also look at ways of reducing demand through a patient web based system.

The progress in 2018/19 for the Primary Care Improvement Plan was provided; and the keys risk and challenges going forward. The Committee were also informed of the future performance actions for 2019/20.

Members thanked Officers for the presentation and requested that the slides be circulated to the Committee. Members also requested that future reports show trend data on progress made; from the baseline, current performance and future projection.

Gary Dover

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**13. PURCHASED SERVICE REVIEW ACTIVITY**

Michael Gillespie presented a report to advise IJB Finance, Audit and Scrutiny Committee of work activity of the HSCP Commissioning Team in respect of service reviews undertaken between 1 July 2018 to 31 March 2019, and planned Service Review activity for the period 1 April 2019 to 31 March 2020.

Members requested that a column is added to the service review activity undertaken to show the outcome and if this was satisfactory or not. Members also requested that the planned activity and what was achieved for 2018/19 is shared with the Committee; and comments provided under homelessness on Table 1.

Michael Gillespie

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

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

**14. BUSINESS CONTINUITY - ANNUAL ASSURANCE STATEMENT**

Steven Blair provided an assurance statement to the Glasgow City IJB Finance, Audit and Scrutiny Committee about the business continuity arrangements for the HSCP. The Business Continuity Management Frameworks were outlined, including the Council lifecycle. All services within the HSCP have undertaken a Business Impact Assessment. Business Continuity Plans are in place for all critical functions; and Plans are being developed for all services and will be completed by end June 2019. There were two significant incidents in the past 12 months, including the 'Beast from the East' and the equal pay industrial action. Full debriefs took place following these incidents and action plans were produced.

Members requested that the report is presented to the next meeting to include the disaster recovery issues raised for IT and telephony; and information around key services which would need to relocate.

Steven Blair

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

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

**15. ATTENDANCE MANAGEMENT / HEALTH AND WELFARE**

Sharon Wearing 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.

The absence levels for Social Work for Q4 were 7.8% and 3.9 average days lost. Health absence levels were 6.9%. Absence rates for both Social Work and Health showed a reduction since the last quarter, but an increase for the same period for 2017/18, though 2017/18 did not include Home Care staff.

Absence reasons across all care groups were outlined and the biggest contributing absence reasons highlighted. At Table 7 work related injuries were detailed by category for Social Work; and there were 2033 total incidents in 2018/19. Health work related incidents were detailed at Table 8 by division across the city; but categories of incidents were not available.

Detail of the flu vaccinations were also provided and the Committee informed that in Social Work 6% of employees had received the flu vaccination between October and November 2018; and 46% of staff within Health received the vaccination between October 2018 – February 2019.

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Members welcomed the report and questioned what support was available to staff for psychological related illnesses. Officers advised that staff can access Occupational Health and counselling services. The Health Improvement team also provide additional support for staff.

The Committee discussed the flu vaccination rates amongst the staff groups and queried if there were plans to improve rates this year. Officers advised that there was a lot of advertising and communications issued to staff to encourage them to be vaccinated. Officers would also review options for key locations for vaccinations to be given to promote uptake.

Christina Heuston

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

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

### **16. HIGH COST NEW DEMAND 2019/20**

Jackie Kerr presented a report to advise the IJB Finance, Audit and Scrutiny Committee of the anticipated number of new social care support packages to be awarded in 2019/20 which, due to their value, require authorisation of the funding level at either the Integration Joint Board or at the IJB Finance, Audit and Scrutiny Committee.

Officers explained that the cases were presented to the Council Contracts and Property Committee for approval for social care packages above £500k. The individuals had very complex needs and require a specific resource; there was also issues with shortage of providers and access to specialist accommodation for some service users.

Officers reported that there was robust governance management arrangements in place. There were currently 48 individual cases and 9 of these would be presented to the Committee this financial year. This included 5 individual care packages and 4 multiple support packages; as outlined at Table 1. People are now prioritised by need and placed where there is the right resource to meet their requirements.

Officers further explained to members that of the 48 cases all of these will not be matched this year due to the complexity of their needs; as they had to ensure that this was done safely. The report presented highlighted the nine individual cases that would be presented to the Committee this year.

Members asked to be reminded in such papers of the total Adult Services budget so that the cost of such personalisation packages could be put in context. Officers advised that the personalisation budget was £100m and that new demand was monitored by Finance, Commissioning and Heads of Service, as part of the budget monitoring arrangements.

Margaret Hogg

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

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



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**17. CLINICAL AND PROFESSIONAL QUARTERLY ASSURANCE STATEMENT**

Jackie Kerr presented a report to provide the IJB Finance, Audit and Scrutiny Committee with a quarterly clinical and professional assurance statement.

Officers reported that the number of Significant Clinical Incidents in Mental Health Services were high and explained the reasons for this, as outlined at section 2.4. In terms of governance, the Adult Services Clinical and Care Governance Group is a new group and the Criminal Justice Clinical and Care Governance Leadership Group now reports in to that group.

Officers outlined the significant case reviews this year; and also reported on the robust process across the city for Multi-Agency Public Protection Arrangements (MAPPA). There was an audit of MAPPA last year and a detailed action plan produced. Officers further outlined self-evaluation activity for 2019-20; and of assurance areas for workforce registration and healthcare associated infection.

Members questioned if there were timescales against the MAPPA audit action plan for the level 2/3 cases within Glasgow and rectifying issues, as members expected a quick resolution and assurance to these high risks cases. Officers would include this in the next report to the Committee and would include on the Rolling Action List.

**Pat Togher**

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

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

**18. NEXT MEETING**

The next meeting will be held on Wednesday 4<sup>th</sup> September at 9.30am in the Boardroom, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH.

The meeting ended at 12.50pm