

## NOT YET APPROVED AS A CORRECT RECORD

GLASGOW CITY INTEGRATION JOINT BOARD  
FINANCE, AUDIT AND SCRUTINY COMMITTEE

IJB-FAC (M) 19-02-2020

Minutes of meeting held in the Boardroom, Glasgow City HSCP,  
Commonwealth House, 32 Albion Street, Glasgow, G1 1LH  
at 9.30am on Wednesday, 19<sup>th</sup> February 2020

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

Cllr Tony Curtis	Councillor, Glasgow City Council
Jeanette Donnelly	NHSGG&C Board Member
Cllr Archie Graham	Councillor, Glasgow City Council
Cllr Jane Morgan	Councillor, Glasgow City Council (Chair)

**NON-VOTING MEMBERS**

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

**IN ATTENDANCE**

Steven Blair	Principal Officer (Business Development)
Mike Burns	Assistant Chief Officer, Children's Services and North East Operations
Jillian Campbell	Senior Audit Manager
John Cornett	Director, Audit Scotland
Craig Cowan	Business Development Manager
Allison Eccles	Head of Business Development
Duncan Goldie	Planning and Performance Manager
Christina Heuston	Assistant Chief Officer, Human Resources
Margaret Hogg	Assistant Chief Officer, Finance
Clare Hughes	Head of Residential and Day Care Services
Julie Kirkland	Senior Officer (Governance Support)
Stephen O'Hagan	Senior Audit Manager, Audit Scotland
Susan Orr	Head of Children's Services, Families for Children / Children's Residential
Pat Togher	Assistant Chief Officer, Public Protection and Complex Needs
Sheena Walker	Governance Support Officer (Minutes)

**APOLOGIES**

Duncan Black	Audit Manager
Ross Finnie	NHSGG&C Board Member (Vice Chair)

**1. DECLARATIONS OF INTEREST**

Peter Millar declared an interest in item 13, Statutory Homelessness Duty Update and item 14, Homelessness Temporary Accommodation Rent Charges.

**ACTION**

## **2. APOLOGIES**

Apologies for absence were noted as above.

## **3. MINUTES**

The minutes of the meeting held on 11<sup>th</sup> December 2019 were approved as an accurate record.

## **4. MATTERS ARISING**

There were no matters arising.

## **5. ROLLING ACTION LIST**

Steven Blair presented the Rolling Action List providing an update on the actions listed; advising that a number of actions had closed and some were being presented to today's meeting.

In relation to rolling action reference number 54 members requested that this action is reopened and that an update is provided at the next meeting on the effectiveness of the communications strategy.

Officers stated that a report would be presented to the March IJB on Unscheduled Care Plan which is our proposed way to plan in relation to the set-aside budget and it was hoped that rolling action reference number 7 would be closed at this point.

Allison Eccles

## **6. GLASGOW CITY IJB ANNUAL AUDIT PLAN 2019-20 – AUDIT SCOTLAND**

John Cornett, Audit Scotland, presented the Glasgow City IJB Annual Audit Plan 2019-20 which contains an overview of the planned scope and timing of the audit work. The approach and risks were detailed at Exhibit 1. The risks were in relation to financial statements and the set-aside budget; the work that would take place in relation to these was provided. The materiality was outlined at Exhibit 3.

Auditors also provided detail of the audit fee advising that there had been a small monetary increase, but that the percentage was significant. This rate had been applied to all IJB's across Scotland. The Chief Finance Officer for the IJB's had written to Audit Scotland regarding the fee increase, seeking the rationale for this. An internal meeting would take place at Audit Scotland and officers would then meet with the Chief Finance Officer's group to explain the rationale and fees going forward. There would be a sophisticated approach and the fee would be reviewed in 2021/22.

Members discussed the fee for 2019/20 and noted that this was an increase of 6.24% from the previous year; and highlighted that there was no transparency in the report to explain the fee increase.

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Audit Scotland accepted the comments regarding transparency and advised that this would be addressed going forward. Officers further explained that the fee had increased as nationally there had been an increase in risk; and there was more time being spent on the risk and financial elements of the IJB work.

Sharon Wearing stated that the Chief Finance Officer group welcomed the opportunity to discuss the fee increase with Audit Scotland; and why this was higher than other areas of the public sector.

The Committee noted the report and concern of the fee rise; and requested that an update is provided to the next meeting, following discussions at the Chief Finance Officer group. The Committee would then consider if they wish to communicate further with Audit Scotland.

**Sharon  
Wearing**

### **7. GLASGOW CITY INTEGRATION JOINT BOARD DRAFT INTERNAL AUDIT PLAN 2020/21**

Jillian Campbell presented to the IJB Finance, Audit and Scrutiny Committee the draft 2020/21 internal audit plan for the Glasgow City Integration Joint Board. The final plan would be presented to the Committee in April. The main areas for inclusion in the Audit Plan were, delayed discharge; structure of IT provision; and advice on service changes.

There would also be reviews specific to Glasgow City Council and NHS Greater Glasgow and Clyde. Reports would be presented to the Committee on these areas in the six monthly update.

Members referred to the IT systems of the Health Board and Council, questioning if these were compatible for information sharing. Officers advised that there were ongoing discussions with the Health Board; there are data sharing arrangements in place and staff can access information. Formal data exchange was being explored and there were a few security issues to be resolved.

In relation to the Council system concern was expressed; and this formed part of the 2019/20 Audit Plan. The concerns were now greater due to the failure of the Homecare systems and business continuity arrangements being in force for two weeks. There were also issues reported in not being able to access equipment for new staff.

Members noted the extent of the concerns expressed; and requested that this is reflected in the Audit Plan for 2020/2021, with a recommendation to the Council; and also to ensure that service users are not put at risk.

Officers confirmed that the scope of the audit was high level and that the Council Audit Plan for 2020/2021 would review IT; and this would be reported back to the Committee.

**Jillian  
Campbell**

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

**a) considered the content of the draft plan; and**

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- b) instructed the Chief Internal Auditor to present the final Internal Audit plan for approval at the next meeting of this Committee.**

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

Jillian Campbell presented to the IJB Finance, Audit and Scrutiny Committee an update on the implementation of previously agreed recommendations.

There were two outstanding recommendations; one related to the risk strategy which was on the agenda for today's meeting; and the second outstanding recommendation was in relation to financial planning, and the set-aside budget. Officers were aware of national arrangements and a meeting was also taking place the following week to discuss.

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

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

**9. HSCP PERFORMANCE REPORT Q3 2019/20**

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 3 of 2019/20. Officers reported that senior managers were reviewing the key performance indicators for 2020/21 any changes would be reflected in the Quarter 1 performance report.

The current report was presented in the same format as previous reports; and the exceptions table was detailed at section 4.4. The table at section 4.5 showed the changes in RAG status; performance had improved for 9 areas and declined for 17.

Members sought more information on the work taking place to improve the performance of waiting list times for a Dementia Link Worker. Officers explained that this was through more resource and improving work processes. There were also issues with data quality; and a new national data collection was being introduced, which would result in a new data set. It was hoped that the new data set would be reflected in the next report to the Committee.

The Committee requested that when service leads for Older People Services deliver their presentation on performance at the April meeting; an updated position be presented on the Dementia Link Worker waiting list figures also.

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

- a) noted the attached performance report;**
- b) considered the exceptions highlighted in section 4.4; and**

**Duncan Goldie  
/ Stephen  
Fitzpatrick**

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c) reviewed and discussed performance with the Strategic Leads for Children's Services and Human Resources in relation to these areas.

### PRESENTATIONS:

#### HUMAN RESOURCES

Christina Heuston delivered a presentation on Human Resources performance for Q3 2019/20. The presentation provided an update on; workforce data; staff turnover and vacancies; NHS Performance Indicators (for TURAS, inductions and mandatory training); Case Management Activity; Attendance Management; iMatter and the Action Plan.

Officers highlighted that there was higher staff turnover than previous years and also difficulty in recruiting to some posts.

Officers also reported on the new NHS Turas system for staff development and that performance was low in this area. There is no Council system for recording personal development; although training does take place.

Officers provided further detail of the case management activity for disciplinary cases; grievances; bullying and harassment/ Dignity at Work; and Social Work Services – SSSC referrals.

It was reported that absence levels were in a higher position than previous years; and the Council rates had increased significantly. The main trends were psychological and musculoskeletal related absence; and 70% of absences were long-term. There would be a new approach introduced to absence management at the Council; and the NHS was removing disciplinary for absence from April.

The action plan for HR performance was to; improve performance on NHS Turas / mandatory training; produce data on Social Work Services mandatory training performance; increase iMatter participation; development of the absence action plan; and establish timescales for an improvement plan for recruitment and investigations and grievances.

The Committee welcomed the presentation and requested that the presentation slides are circulated to members.

Officers

#### CHILDREN'S SERVICES

Mike Burns delivered a presentation on Children's Services performance for Q3 2019/20. The performance for the 11 areas were outlined. Officers reported on the targets for ready to Learn Assessments, advising that performance was very good. There were an additional 123 Health Visitors and there was the promotion of early intervention and prevention. The next steps were continued development of new early years child health pathways.

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A performance overview was provided and the Committee was informed that the Child Adolescent and Mental Health Services (CAMHS) would be managed in Glasgow in the next 4-6 weeks. Officers would review the service and establish if there were other pathways of support available to children on the waiting lists and to assist GPs, as 80% of referrals to CAMHS were from GPs. Officers also reported on performance for Looked After and Accommodated Children.

Officers outlined the reflections of work so far, advising that good progress had been made. There would now be a focus on early years; and the priorities for 2020/21 were sustaining more children at home through comprehensive family support; developing an integrated approach with Education /Early Years; active implementation approach to improvement with CELCIS/utilising change capacity; national initiatives for health visiting, school nursing, primary care/mental health, looking at the whole system; staff engagement and development; engaging with young people and families; promoting joined up working; and outcome focused performance and refreshed key performance indicators.

Members discussed CAMHS and questioned if this would link with the Mental Health Strategy and the Children's Services Strategy. Officers advised that work would take place in the next few months and layout the system and show what is available for Tiers 1 to 4. There were also plans for a joint session with Children's Services, Adult Services, Older People Services and Clinicians to look at case reviews and transitions.

The Committee welcomed the presentation and the progress of the transformation programme and performance. The Committee endorsed the progress made, but recognised that significant challenges continued.

It was agreed that the presentation slides would be circulated to members.

**Officers**

### **10. CARE INSPECTORATE ACTIVITY WITHIN CHILDREN'S RESIDENTIAL SERVICES**

Susan Orr presented a report to provide the IJB Finance, Audit and Scrutiny Committee with a summary of Care Inspectorate activity within provided Children's Houses for the period August 2019 – January 2020.

Officers advised that 8 inspections had taken place within the period; and that the inspection framework had changed. The results were outlined in Table 1 and these were generally positive. Officers highlighted the scores received at Dalness Children's House; previous inspections had scored high, but due to leadership and staff issues in the past year, low rates were received in the period. Measures had been put in place to resolve these.

The Committee noted the explanation for the scores at Dalness and requested that a follow up report is presented if there is a further inspection before the scheduled update to the Committee in February 2021.

**Mike Burns**

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

- a) noted the findings of this report in respect of the range of children's houses inspected;
- b) noted the introduction of a new quality framework and revised inspection methodology following the introduction of new Health and Social Care Standards in April 2018; and
- c) noted the current service developments, challenges, and future developments.

**11. CARE INSPECTORATE ACTIVITY WITHIN DIRECTLY PROVIDED OLDER PEOPLE'S RESIDENTIAL AND DAY CARE SERVICES – JULY 2019 – DECEMBER 2019**

Clare Hughes presented a report to provide the IJB Finance, Audit and Scrutiny Committee with a summary of Care Inspectorate activity within directly provided older people's residential and day care services in the period July 2019 - December 2019. Three care homes were inspected over the period; and the scores and feedback were high, which was a credit to the team.

Officers reported that there had been an improvement in the grading at Riverside since the last inspection; positive feedback had been received and it was hoped this could be improved upon for forthcoming inspections.

Officers reported that there was a focus on delivering quality of life and outcomes for residents; building culture; investing in staff teams, with training pathways for all staff. The main area for development is dementia and a person centred care approach.

Feedback received from Inspectors on environment was to utilise space more for the benefit of residents; which was being explored.

The Committee noted the report and welcomed the results of the inspection.

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

- a) noted the findings of this report in respect of the range of provided residential services inspected and trends in relation to grades awarded and;
- b) noted the introduction of a new quality framework and revised inspection methodology following the introduction of new Health and Social Care Standards in April 2018.

**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.

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The report provides information on the Significant Clinical Incident policy reporting framework; and a link to the report will be included in future reports for reference.

Officers also reported on self-evaluation activity and that there would be broader board-wide learning, and with other Local Authorities.

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

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

## **13. STATUTORY HOMELESSNESS DUTY UPDATE**

Pat Togher presented a report to update the IJB Finance, Audit and Scrutiny Committee on homelessness performance reporting in Glasgow and to provide a series of actions to improve operational performance.

The report highlights the current challenges; the objectives of the Rapid Rehousing Transition Plan; and the recent engagement with the Scottish Housing Regulator (SHR).

Officers advised of the work with SHR and the reasons for statutory duty not being met, which included no availability of accommodation in areas where people preferred to live; also a failure is recorded if an individual stays elsewhere for one day. Officers further advised that there were variations in reporting across Scotland.

Members referred to the impact of the high number of homelessness presentations by Asylum Seekers and noted that this is a matter for the UK Government and Home Office rather than the Scottish Government. It was noted that, within Scotland, Glasgow accepts a large proportion of asylum seeking individuals entering the UK.

The Chair stated that the issues were a wider issue for the IJB and that discussions would take place with the Chair of the IJB regarding the Committee's concerns with the issues raised and the difficulty in meeting Statutory Duty.

The Committee noted the report and the explanations provided. The Chair will discuss with the Chair of the IJB if a report should be presented to the IJB.

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

- a) noted the challenges and complexities associated with consistent performance reporting across local authorities;**
- b) noted the comparisons between Glasgow and other Local Authorities with regards formal performance measures; and**
- c) noted Glasgow's commitment to achieving the key objectives and targets associated with the RRTP through proposed changes to performance reporting arrangements.**

**Pat Togher**

**Chair**



#### **14. HOMELESSNESS TEMPORARY ACCOMMODATION RENT CHARGES**

Margaret Hogg presented a report to inform the IJB Finance, Audit and Scrutiny Committee of the charges set for homelessness temporary accommodation for 2020/21.

The rates and percentage increases were outlined for temporary furnished accommodation and hostel rents. Officers reported that the HSCP would absorb the gap between housing benefit and the full charge.

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

- a) noted the average weekly charge for temporary furnished accommodation of £148.56, an increase of 3%; and**
- b) noted the 3% increase to hostel rents, being a weekly charge of £338.04 for the Chara Centre, Elder Street, James Mclean, Rodney Street, Maxwell Drive and Portman Street.**

#### **15. GLASGOW CITY INTEGRATION JOINT BOARD BUDGET MONITORING FOR MONTH 10 AND PERIOD 9 2019/20**

Margaret Hogg presented a report to outline the financial position of Glasgow City Integration Joint Board as at 31st December 2019 (Health) and 20th December 2019 (Council), and highlight any areas of budget pressure and actions to mitigate these pressures.

The summary position is net expenditure of £8.134m lower than budget to date. Gross expenditure is £7.285m underspent, and income is over-recovered by £0.849m. The main budget changes were outlined at section 3.1 of the report; and budget variances outlined at section 5.

Officers explained that the underspend was mainly due to employee costs and challenges in recruiting to posts. Officers highlighted that the HSCP is committed to filling the vacancies as this can impact service delivery.

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

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

#### **16. REVIEW OF IJB RISK MANAGEMENT POLICY & STRATEGY**

Allison Eccles presented a report to inform the Finance, Audit and Scrutiny Committee of the findings of the desktop review of the IJB Risk Management Policy and Strategy and the recommendations for amendments to the policy.

Section 3.1 of the report outlined where updates were required. Officers advised that the Policy and Strategy would now be reviewed on a three yearly basis, in line with the Strategic Plan.

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

- a) noted the content of this report; and**
- b) noted and approved the proposed amendments to the IJB Risk Management Policy and Strategy.**

**17. 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 covered the review carried out in January 2020 in respect of changes to risk in the quarter ending December 2019.

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

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

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

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

The meeting ended at 12.30pm