

OFFICIAL

**Glasgow City Integration Joint Board  
Finance, Audit and Scrutiny Committee**

**IJB-FASC (M) 05-02-2025**

Minutes of a hybrid meeting held at 9.30am on Wednesday 5<sup>th</sup> February 2025.

**Present:**

**Voting Members**

Cllr Chris Cunningham  
Graham Haddock OBE  
Paul Ryan

Councillor, Glasgow City Council  
NHSGG&C Board Member (Chair)  
NHSGG&C Board Member

**Non-Voting Members**

Margaret Hogg  
David Reilly

Interim Chief Officer, Finance & Resources  
Independent Sector Representative

**In Attendance:**

Craig Cowan  
Karen Dyball  
Kelda Gaffney

Head of Business Development / Standards Officer  
Assistant Chief Officer, Children's Services  
Interim Assistant Chief Officer, Adult Services /  
Interim Chief Social Work Officer

Duncan Goldie  
Dr Una Graham

Planning and Performance Manager  
Deputy Medical Director, Mental Health &  
Addictions

Tracy Keenan  
Julie Kirkland  
Rachel Mackay  
Claire Maclachlan  
Frances McMeeking  
Grace Scanlin

Assistant Chief Officer, HR  
Senior Officer, Governance Support  
Commissioning Development Manager  
Governance Support Officer (minutes)  
Assistant Chief Officer, Operational Care Services  
External Auditor (Ernst & Young)

**Apologies:**

Brian Auld  
Bailie Ann Jenkins  
Cllr Jon Molyneux

NHSGG&C Board Member  
Councillor, Glasgow City Council  
Councillor, Glasgow City Council

**ACTION**

**1. Declarations of Interest**

There were no declarations of interest.

**2. Apologies for Absence**

Apologies for absence are noted above.

**3. Minutes**

The minutes of 11<sup>th</sup> December 2024 were approved as an accurate record.

**4. Matters Arising**

There were no matters arising.

OFFICIAL

**5. Rolling Action List**

Craig Cowan presented the Rolling Action List advising of the following.

Action Ref No. 80 - IJB Finance, Audit and Scrutiny Committee (FASC) Annual Assessment - An update is on the agenda today (at item 17). Members agreed that this action can now close.

Action Ref No. 83 – Risk Management Quarterly Update – Officers agreed to consider the wording of the risk in relation to The Thistle and present an updated risk to a future Committee. Officers have met with the Risk Owner to review the risk and consider potential options for revisions. Options continue to be considered as part of the review of risks and will be presented to the next Committee.

**6. Glasgow City IJB Annual Audit Plan 2024-25**

Grace Scanlin presented the Annual Audit Plan for 2024-25 and highlighted the following.

The two significant risks identified for the 2024-25 Audit Plan are:

- One significant risk impacting the audit of financial statement - Risk of fraud in expenditure, including through management override; and
- One significant risk has been identified that impacts wider scope audit - Development of sustainable and achievable medium term financial plans.

For planning purposes, materiality for 2024/25 has been set at £19 million. This represents 1% of the Board's gross expenditure. Materiality will be reassessed throughout the audit process and will be communicated to the IJB Finance, Audit and Scrutiny Committee within the annual audit report.

Members highlighted the moving environment such as the changes to the National Care Service Bill and the impact of National Insurance contribution increases and questioned if this affects any aspect of the audit report moving forward. Auditors advised that the risks remain in relation to how the IJB responds to the financial environment. Auditors will pick up new developments when they report back in September.

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

- a) Approved the draft report and noted that Auditors will change the status from draft to final.**

**7. Glasgow City Integration Joint Board Budget Monitoring for Month 9 and Period 10 2024-25**

Margaret Hogg presented a report outlining the financial position of the Glasgow City Integration Joint Board as at 13<sup>th</sup> December 2024 for Council

and 31<sup>st</sup> December 2024 for Health and highlights any areas of budget pressures and actions to mitigate these pressures.

The net expenditure is £1.803m higher than budget to date. The Integration Transformation Board (ITB) continues to meet to secure the delivery of in-year savings. The overall savings target for 2024/25 is £29.934m. At this stage of the year, it is anticipated that actual savings realised will be £24.259m representing 81% of the target. The ITB continues to monitor delivery of these savings and agree actions to ensure delivery of the proposals agreed by the IJB.

Children and Families has recently assessed the needs of 1 young adult who required an individual support package at a cost of £0.456m per annum recurringly. This package of care has been recommended following consideration of a range of service options to meet the individual's care needs. The IJB FASC is asked to approve this commitment on a recurring basis funded from within existing budgets.

Officers highlighted that a review of outturns has taken place and this report confirms that, based on progress of the recovery plan and updates on current pressures, the IJB is currently forecasting to deliver full recovery.

There was a discussion in relation to high cost individual support packages and Members questioned the threshold which requires Committee approval. Officers advised that individual support packages go through a significant level of internal scrutiny, assessing all options available for each individual. The financial contribution to packages of care above £221,000 require approval by the Committee, uplifted on an annual basis. The package of care is signed off in advance by the CO, CFO and CSWO to ensure it meets the needs of the individual and in the most cost effective way and will be managed within the budget available. Officers agreed to provide a breakdown of high cost care packages for Members and will include more context in future reports around the governance and criteria for Committee approval.

Officers

Members thanked the Finance Team and Operational Teams for making the required savings and recognised the hard work that has gone into this.

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

- a) Noted the contents of the report; and**
- b) Approved the recurring funding for the package of care outlined at section 5.1.6.**

**8. HSCP Performance Report Q2/3 2024-25**

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 2/3 of 2024-25, for Adult Mental Health and Alcohol and Drugs only.

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

- a) **Noted the attached performance report;**
- b) **Considered the exceptions highlighted in section 4.4 of the report;**  
**and**
- c) **Reviewed and discussed performance with the Strategic Lead for Adult Services (at item 9).**

**9. Performance Presentations****Adult Services**

Kelda Gaffney delivered a presentation on Adult Services performance. The presentation is available on the Glasgow City HSCP [website](#).

There was a discussion in relation to performance indicators for Alcohol and Drug Recovery Services (ADRS) where there is only one indicator currently and Members questioned how performance of The Thistle will be measured against the aims of the service. Officers confirmed they will consider what measures they want to use for The Thistle which will be aligned to the aims of the facility to reduce harms associated with drug use; address paraphernalia in the community; and reduce drug harms and drug deaths. It was highlighted however that this will only impact on a pocket of the city. Members suggested separating alcohol indicators from drug related indicators due to the differences in services. Officers agreed to consider indicators for ADRS and bring proposed performance measures back to the Committee. If Members have any further suggestions, these can be passed to Officers outwith the Committee.

Members questioned if there is a realistic possibility that the 90% target for Psychological Therapies would be met by the end of the financial year. Officers advised that it is unlikely, however they are in discussions with the Scottish Government around realistic targets due to the reduction in funding in this area.

In relation to the Mental Health Strategy, Members asked what the next stage of implementation is, given bed occupancy is over 100%. Officers clarified that when occupancy is over 100% it relates to patients who are in hospital and out 'on pass' and work is being carried out around that. The Mental Health Strategy includes proposals around community investment in relation to older people services and community rehab to allow people to be moved out of beds. The timescales have moved slightly as the consultation exercise was interrupted by the elections. Health Improvement Scotland are supporting the consultation and a long list of options in terms of beds has been pulled together. Once approved, a short list will go out for consultation around May.

The Committee thanked Officers for their presentation.

## 10. Attendance Management

Tracy Keenan presented a report providing an overview of the key HR metrics relating to Attendance Management in Quarter 3 (October to December 2024) as well as performance, notable key issues and the implications for Glasgow City HSCP.

Following a discussion at the last Committee, Officers have added an Executive Summary to the report. Members thanked Officers for this and confirmed it is a helpful addition.

Officers highlighted that Performance Improvement Groups are currently being set up across the HSCP management teams to focus on various compliance and improvement targets and absence is a key area for all Assistant Chief Officers and Heads of Service. These groups will commence in February, identifying specific actions to support improved management of absence.

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

- a) Noted the findings within this report and the data attached; and**
- b) Noted the actions to improve the current position.**

## 11. Children's Residential Services – Care Inspectorate Activity

Karen Dyball presented a report providing an overview of Care Inspectorate activity in relation to directly provided Residential Children's Services in the City and update the committee on developments in the past year.

Of the 9 inspections that took place by the Care Inspectorate during the reporting period 1<sup>st</sup> January-31<sup>st</sup> December 2024, 7 services received grades of 'very good' or above, with Chaplet Children's House achieving a grade of 6 (excellence).

The inspection at Norse Road Children's House was a follow-up inspection following a grade of 2 previously. Where there is significant improvement within a service, the Care Inspectorate are able to increase the grade of a service by 1 grade. During the follow-up inspection at Norse Road, it was noted that all requirements and areas of improvement had been met. In addition, significant improvements were noted that were commensurate with a grade of 5 (very good), and as such, the Care Inspectorate took the decision to re-grade the service to a 3, the maximum grade achievable at follow-up stage.

Officers highlighted that in November 2024, a decision was taken, in conjunction with the IJB, to close Hamilton Park Avenue Children's House. It is recognised that the building is not purpose built and no longer meets the needs of the children and young people who live there. The building is a

traditional sandstone townhouse over 4 levels with high staircases and listed building status. The layout of the building presented challenges in relation to supervision and health and safety, with high costs associated with repairs. The service is due to close before 1<sup>st</sup> April 2025, and the care plans of the remaining 2 young people are being carefully progressed in line with this timeframe.

Members questioned if the Children's House in Hamilton Park Avenue will be replaced with a new build or if the HSCP is reducing the number of houses. Officers advised that there are no direct plans to build a new house; the HSCP are looking to reduce 8 bedded houses as the Care Inspectorate wouldn't register these now. The success of the transformational agenda in shifting the balance and the reduction in out of authority placements has increased the complexity and acuity of need within children's houses. There are early discussions in relation to how the HSCP can meet the needs of the more complex young people. Officers are stabilising what they currently have and are looking to identify quality move-on placements for older children with the potential of satellite flats attached to children's houses to provide ongoing support.

Members congratulated staff on the houses that have scored 5s and 6s and thanked them for delivering high quality care within Children's Residential Services.

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

- a) Noted the findings of this report in respect of care inspectorate grades awarded to provided children's houses;**
- b) Noted the ongoing use of key question 7 to support inspection processes within children's residential services; and**
- c) Noted information relating to service developments and challenges, and future developments.**

#### **12. Older People's Residential Services – Care Inspectorate Activity**

Frances McMeeking presented a report advising of the outcome of the inspections of Victoria Gardens Care Home, Meadowburn Care Home, Orchard Grove Care Home, and Hawthorn House Care Home, provided by Glasgow City HSCP, which were undertaken by the Care Inspectorate in May, June, September and October 2024 respectively.

Officers highlighted that the scores for Victoria Gardens, Meadowburn and Orchard Grove Care Homes were 4s and 5s, with no requirements or areas of improvement made at the time of inspection.

The situation in Hawthorn House Care Home was slightly different, the Care Inspectorate carried out a follow up inspection in March 2024, which was expected following inspection in November 2023. This was as a follow up action from a complaint made by the family of a resident. The inspectors

noted progress in key areas and stated that improvements were evident throughout the home however some additional time was needed for these to embed fully into practice. The Care Inspectorate carried out a further inspection in October 2024 and through consideration of detailed evaluations, the Care Inspectorate awarded scores of 4s and 3s. There were no requirements, but there were two areas of improvement made.

Moving forward Officers advised that they are looking into digital tools and an operational IT system across all 5 HSCP care homes.

Members questioned how Officers are progressing the requirement for digital tools. Officers confirmed that they have undertaken a scoping exercise to consider the right digital tools to invest in and proposals will be presented to the Digital Board in the Council.

Members thanked the staff teams delivering high quality care within Older People's Residential Services.

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

- a) Noted the audit findings in respect of four directly provided HSCP residential care homes; Victoria Gardens Care Home, Meadowburn Care Home, Orchard Grove Care Home, and Hawthorn House Care Home, and trends in relation to grades awarded.**

**13. Mental Welfare Commission Local Visits 2024**

Una Graham presented a report on the findings from the Mental Welfare Commission (MWC) local visit reports to mental health inpatient wards and Community Mental Health Teams in Glasgow City, published during the period 1<sup>st</sup> January 2024 to 31<sup>st</sup> December 2024.

A total of 94 recommendations were made from 32 NHSGGC local visits. Within the category 'Care, Treatment, Support and Participation' 19 of the recommendations were regarding care plans; these were from 16 local visits. Recommendations included the need to ensure that care plans were person centred, with participation of the individual, are reviewed regularly and reflect the patient's progress towards stated care goals; and of the recording and storage of care plans.

Members questioned the status of the recommendations and if Officers have a statutory responsibility to address them. Officers advised that the MWC don't have the same role as the Care Inspectorate. Their role is to review practice and ensure services are providing good and safe practice. There is an obligation through governance structures to take recommendations on board and adhere to them. Recommendations are taken through local and mental health governance boards and feedback provided to the MWC within 3 months.

In relation to the recommendations regarding care plans, Members asked if the issues relate to not having the correct digital tools in place. Officers advised that the recommendations are not about digital access but relate to the move to patient centred care plans. A short life working group was established, and person centred care plan templates were developed; these were tested and then officially rolled out across inpatient and community mental health sites on 1<sup>st</sup> July 2024.

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

**a) Noted the contents of the report.**

**14. Social Care Purchased Services – Review Activity 2024**

Rachel Mackay presented a report advising of the activity of the HSCP Commissioning Team in respect of Service Reviews of social care purchased services in 2024 and planned activity for 2025.

Members highlighted the 14 different service reviews in relation to Addiction Services and questioned why there is only one performance measure for Alcohol and Drug Recovery Services (ADRS) within the HSCP Performance Report. Officers clarified that the service reviews are in relation to contractual performance and the risks in delivery of the contracts. A number of the contracts in Addiction Services are legacy contracts and a proactive decision was taken to look at everything as a whole system approach. Other care groups have less service reviews as they go through national framework contracts. As discussed at item 9, Officers will look into which performance indicators can be added for ADRS going forward.

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

**a) Noted the contents of this report; and**

**b) Noted that service reviews are only one element of the significant efforts undertaken in partnership with purchased providers to ensure high-quality provision of social care and support for the city.**

**15. Clinical and Professional Quarterly Assurance Statement**

Kelda Gaffney presented a report providing the quarterly clinical and professional assurance statement for the period 1<sup>st</sup> October 2024 – 31<sup>st</sup> December 2024.

Officers updated on the ongoing work in addressing the backlog of outstanding Significant Adverse Event Reviews (SAERs) in Mental Health Services (MHS), which continues to be a priority with ongoing measures in place. At 3<sup>rd</sup> December 2024 there were 110 open SAERs in MHS; 6 of these are pre-2023 incidents; and there were 164 potential SAERs to be reviewed; 8 of these are pre-2023 incidents.



Officers highlighted the Care Inspectorate requirement, following the inspection of Fostering Services, for an adult placement service to be up and running as soon as possible. The adult placement service is for care experienced young adults who have been in foster care and want to remain with their current foster family on a continuing care basis. This service will allow this to happen for those aged between 18-21. Adult Placement Procedural Guidance and supporting documentation has now been approved by the Social Work Professional Governance Board.

As part of the implementation of the National Guidance and Glasgow's framework for Child Protection (CP), the CP team are working with Learning and Development colleagues to develop a training pathway for Child Protection for all staff across Social Work Services. A key priority for the CP team continues to be the planning for inspection of Children's Services which will focus on 'Children at risk of harm'.

In relation to the Safer Staffing Oversight Group, Officers highlighted that this group oversees the strategic aspects of the work in relation to Health and Care Staffing Legislation and links with both the HSCP's Core Leadership and governance structures for organisational accountability and transparency. To ensure there is appropriate focus for oversight, implementation and reporting, this group and the Health and Care Staffing Operational Subgroup will provide the forums for health and care staffing specific issues.

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

##### **a) Considered and noted the report.**

#### **16. Risk Management Quarterly Update**

Craig Cowan presented a report providing an update to the IJB Finance, Audit and Scrutiny Committee on the status of the IJB's risk register and to highlight key operational risks being managed in the Glasgow City Health and Social Care Partnership. The report covers the review carried out in respect of changes to risk in Quarter 3 (1 October 2024 to 31 December 2024).

There was a discussion in relation to the National Care Service risk on recruitment and retention and Members questioned at what point this risk should be downgraded or removed. Officers advised that there would continue to be work taken forward by the Scottish Government and the risk will remain but is likely to reduce considerably.

Members noted that a recent Health Board Seminar covered target risk scores and a risk appetite statement and questioned if the IJB have this. Officers advised that risks are reviewed regularly, and those that score high will remain so until sufficient mitigation is in place. A risk appetite approach will be reviewed as part of the Risk Strategy.

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

- a) **Noted the contents of the report; and**
- b) **Noted the risks on the IJB Risk Register at the end of Quarter 3 2024-25.**

**17. IJB Finance, Audit and Scrutiny Committee – Annual Assessment**

Craig Cowan presented a report updating on work carried out by Officers to design an approach for assessing the effectiveness of this Committee, and to seek approval to implement the proposed approach.

Officers advised that following discussion at the IJB Development Session on 6<sup>th</sup> November 2025, Officers met with Internal Auditors in December 2024 and confirmed that it would be acceptable for the annual effectiveness evaluation to be via self-assessment co-ordinated by HSCP Officers. Internal Audit also shared additional information relating to the process of evaluating Council committees which helped inform the proposed question set (at Appendix 1 of the report).

Members agreed that the proposed question set is comprehensive and appropriate.

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

- a) **Noted the contents of the report;**
- b) **Approved the proposed question set for the evaluation survey to FASC Members;**
- c) **Approved the proposed layout for reporting FASC activity as part of the evaluation exercise; and**
- d) **Approved the proposed approach to carrying out and reporting annual effectiveness evaluation of this Committee.**

**18. Next Meeting**

The next meeting was noted as Wednesday 16<sup>th</sup> April 2025 at 9.30am.