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

IJB-FASC (M) 11-09-2024

Minutes of meeting held virtually, via Microsoft Teams, at 9.30am on Wednesday 11 September 2024

Present:

Voting Members

| | |
|-----------------------|----------------------------------|
| Cllr Chris Cunningham | Councillor, Glasgow City Council |
| Graham Haddock OBE | NHSGG&C Board Member (Chair) |
| Cllr Jon Molyneux | Councillor, Glasgow City Council |
| Brian Auld | NHSGG&C Board Member |
| Paul Ryan | NHSGG&C Board Member |

Non-Voting Members

| | |
|----------------|------------------------------------|
| Sharon Wearing | Chief Officer, Finance & Resources |
|----------------|------------------------------------|

In Attendance:

| | |
|-------------------|--|
| Joanne Bradley | Service Manager, Families for Children |
| Jillian Campbell | Senior Audit Manager |
| Craig Cowan | Head of Business Development |
| Karen Dyball | Assistant Chief Officer, Children's Services |
| Kelda Gaffney | Interim Assistant Chief Officer, and Interim Chief Social Work Officer |
| Duncan Goldie | Planning and Performance Manager |
| Margaret Hogg | Assistant Chief Officer, Finance |
| Tracy Keenan | Assistant Chief Officer, HR |
| Julie Kirkland | Senior Officer, Governance Support |
| Claire Maclachlan | Governance Support Officer (minutes) |
| Grace Scanlin | Ernst & Jones (External Auditors) |
| Liz Simpson | Head of Children's Services |

Apologies:

| | |
|---------------------|-----------------------------------|
| Duncan Black | Chief Internal Auditor |
| Rob Jones | Ernst & Jones (External Auditors) |
| Cllr Cecilia O'Lone | Councillor, Glasgow City Council |
| David Reilly | Independent Sector Representative |

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 12th June 2024 were approved as an accurate record.

4. Matters Arising

There were no matters arising.

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5. Rolling Action List

Craig Cowan presented the Rolling Action List and updated on the following actions.

Action Ref No. 78 – Homelessness Services Performance Presentation – Officers agreed to share the Housing Emergency Action Plan for Glasgow City Council Summary Version with Members. The Action Plan Summary was circulated to FASC Members on 13th June 2024. This action is now closed.

Action Ref No. 79 – Clinical and Professional Quarterly Assurance Statement – Officers agreed to update on the programme of work in relation to the Glasgow Mental Health estate, with timescales included. A briefing note was circulated to FASC Members on 7th August 2024. This action is now closed.

Action Ref No. 80 – IJB Finance, Audit and Scrutiny Committee Annual Assessment – Members agreed that the recommendations noted below should be discussed at a development session for FASC Members - Officers to arrange the session.

- Consider the proposal to make engagement with the annual assessment mandatory for FASC Members;
- Approve the proposal for an IJB development session to inform future annual effectiveness assessment exercises; and
- Approve the development of training plans for members based on survey feedback and external guidance.

Officers advised that this is scheduled for discussion at the IJB Development Session in November 2024.

6. Ernst & Young – Annual Audit Report 2023-24

Grace Scanlin presented the Annual Audit Report for 2023-24 and highlighted the following.

In concluding the audit of the financial statements of Glasgow City Integration Joint Board (IJB) for the year ended 31 March 2024, the draft financial statements and supporting working papers were of a good quality and Auditors identified no adjusted or unadjusted differences arising from the audit which require to be reflected within the financial statements.

In accordance with the CIPFA Code of Practice on Local Government Accounting, the IJB prepares its financial statements on a going concern basis unless informed by the Scottish Government of the intention for dissolution without transfer of services or function to another entity. The IJB has concluded that there are no material uncertainties around its

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going concern status, however it has disclosed the nature of significant financial risks within the going concern period.

Within the wider scope work, Auditors assessed the financial sustainability of the IJB as a Red risk. The IJB's General Reserve was significantly depleted in 2023/24, as a result of planned use of £17.2 million reserves, alongside a further operational overspend of £1.6 million. General Reserves have fallen to £8.4 million, or 0.5% of net expenditure, against the Board's target of 2%. The IJB has plans in place to rebuild reserves, but further cost and demand pressures may put this at risk.

The IJB's performance management and financial reporting arrangements allow the Board to demonstrate the delivery of Best Value. The Annual Performance Report describes the key achievements and areas for improvement against the priorities within the Strategic Plan 2023- 2026.

The financial outlook for the IJB has continued to weaken. General reserves have fallen to unsustainable levels, and service demands exceed assumptions in relation to funding. Inflationary pressures and pay uplifts make it increasingly difficult to sustain services at the current level. As a result, the IJB has commenced a service reset exercise to identify the services that are sustainable both to meet the demands of the population of Glasgow, but also be affordable within the resources available. The IJB and its partners therefore face very difficult decisions ahead to secure a sustainable future.

Auditors thanked Sharon Wearing and Margaret Hogg, and the wider Finance Team for their support with the audit.

Members questioned why 'going concern' is assessed as green when 'financial sustainability' has been assessed as red. Auditors advised that there is a presumption that services will always be provided, therefore it is unlikely that the public sector would not be a going concern. The Integration Scheme sets out the responsibilities of the IJB's partners, Glasgow City Council and NHS Greater Glasgow and Clyde, in the event that the IJB has insufficient general reserves to respond to additional financial pressures.

In relation to the ICT issue that was highlighted by the Chief Internal Auditor, Members questioned if the IJB should be concerned with this. Auditors advised that there was a greater impact on the IJB last year in relation to ICT, as there was an outage, but Auditors do not consider there to be any significant impacts on the IJB this year.

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the contents of the report and approved onward submission to the IJB.**

7. Audit Scotland Report – Integration Joint Boards, Finance and Performance 2024

Margaret Hogg presented a report advising of the key findings of the Audit Scotland report on Integration Joint Boards (IJBs) Finance and Performance 2024 and the key recommendations where there is relevant to Glasgow City IJB.

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the contents of this report; and**
- b) Noted Glasgow City IJB’s position in relation to the recommendations and approved the actions outlined in section 4.2 of the report.**

8. Internal Audit – Review of Financial Management

Jillian Campbell presented details of the internal audit work undertaken in relation to Financial Management.

Auditors advised that based on the audit work carried out, assurance can be taken that the control environment is satisfactory, and there are no recommendations.

Auditors thanked the Finance Team for their support.

The IJB Finance, Audit and Scrutiny Committee:

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

9. Internal Audit Follow Up Report (1st April 2024 – 30th August 2024)

Jillian Campbell presented a report updating on the implementation of previously agreed recommendations.

Auditors advised that as of 30 August 2024, one recommendation remains outstanding. Work is ongoing to implement the recommendation and Auditors are hopeful that this will be implemented by the next follow up report presented to the Committee.

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the progress made in terms of the recommendations implemented; and**
- b) Noted that the Chief Internal Auditor will submit further reports on the status of the outstanding recommendation.**

10. Audited Annual Accounts

Margaret Hogg presented a report updating on the completion of the audit of the Annual Accounts

Officers advised that there have been no changes since the Unaudited Annual Accounts were presented to the Committee in June 2024.

Ernst & Young had a technical query in relation to the pension disclosure for the Chief Officer and Chief Finance Officer. Strathclyde Pension did not make the correct adjustment in relation to this, and this will be amended for the report being presented to the IJB in September 2024.

The IJB Finance, Audit and Scrutiny Committee:

- a) Considered the audited Annual Accounts 2023-24; and**
- b) Remit the audited annual accounts and the associated Annual Audit Report from Ernst & Young to the IJB for approval and signature.**

11. Glasgow City Integration Joint Board Budget Monitoring for Month 3 and Period 4 2024-25

Margaret Hogg presented a report outlining the financial position of the Glasgow City Integration Joint Board as at 28th June 2024 for Council and 30th June 2024 for Health and highlights any areas of budget pressures and actions to mitigate these pressures.

Officers highlighted that the net expenditure is £4.103m higher than the budget to date and £1.770m higher after adjusting for the planned budget smoothing. Gross expenditure is £6.715m (1.90%) overspent and income is over-recovered by £2.613m (3.13%).

The overall savings target for 2024/25 is £28.387m. At this stage of the year, it is anticipated that actual savings realised will be £21.222m representing 75% of the target. The gap is primarily in relation to savings linked to Self-Directed Support (SDS) including access to social care, maximising independence and wait listing.

Members highlighted that the IJB has outstanding decisions to make in relation to SDS and questioned, if this is approved at the IJB in September, will this deduct £3m from the savings target. Officers advised that it is forecasted that £1.2m of savings will be deliverable this year based on the implementation date.

There was a discussion in relation to high-cost care packages and Officers reassured Members that the packages are assessed on individual user's needs and are the most cost effective identified. When a care package is above the threshold, this is brought to the Committee for

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approval. The detail of individual care packages is presented and approved by the Chief Officer and Chief Finance Officer before the Committee approves the budget spend on packages of care.

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted contents of this report; and**
- b) Approved the recurring funding for the packages of care outlined at section 5.2.6 of the report.**

12. HSCP Performance Report Q1 2024-25

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 1 of 2024/25.

At Q1, 55.3% of indicators were Green; 39.4% Red; and 5.3% Amber. The indicators which are Red are summarised in the report, with those which have been Red for two or more successive quarters marked in bold.

There has been a change in RAG status for 13 indicators since the last report. Of these, performance improved for 7 and declined for 6.

Officers advised that with the move into the new financial year, services are asked to review their Key Performance Indicators (KPIs) to ensure they are still appropriate. There have been a few changes, which are noted within the report, and where possible the changes have been incorporated into Q1.

Following discussion in relation to monitoring trends in performance, it was agreed that Officers would consider how best to present this in graph format over a 5 year period to provide members with the wider context. Officers also noted that the Annual Performance Report (APR) presented to the IJB outlines performance over the last 12 months, and the previous 5 years where possible.

Officers

Members considered each of the exceptions within the report where the indicators have been red for more than two successive quarters.

Paul Ryan highlighted the reduction in young people attending Sexual Health services and questioned the reasons for this. Officers suggested that the Head of Service for Sexual Health respond to Paul outwith the meeting.

Officers

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the performance report;**
- b) Considered the exceptions highlighted in section 4.3 of the report; and**

c) Reviewed and discussed performance with the Strategic Lead for Children's Services (at Item 13).

13. Performance Presentations

Children's Services

Karen Dyball delivered a presentation on Children's Services performance. The presentation is available on the Glasgow City HSCP [website](#).

Members asked if Officers are contributing to the Government led review of the Children's Hearing system. Officers advised that they are keen to contribute and have a voice through Social Work Scotland and contribute to their working groups.

In relation to the Key Performance Indicators (KPIs), Members questioned if these are set locally, and whether there is a systematic review of what is being measured. Officers advised that some KPIs are historical and reflect how they worked at that time. There is now a strength-based approach and agreement that the best place for children is at home with family where possible. The Performance Planning Manager confirmed that KPIs are reviewed on an annual basis and targets are amended where appropriate. Some targets are set with parent organisations and reported nationally so there isn't the same flexibility to change them.

Members highlighted the impressive reduction in children in the system and questioned if the small number of out of area placements are local or a significant distance outwith Glasgow City. Officers advised that it varies and is dependent on availability and suitability of placements due to the disability profile of some of the young people. Officers make a conscious effort to keep children in the city as far as possible.

Members thanked Officers for this presentation and the ongoing work within Children's Services.

14. Residential Children's Services Welcome Box (Shannon's Box)

Karen Dyball presented a video on Shannon's Box which was created by young people in Residential Children's Services.

Members noted that the video was uplifting, and the Chair advised that he would write on behalf of the Committee to the young people involved to thank them and congratulate them on the valuable resource.

Chair

15. Attendance Management

Tracy Keenan presented a report providing an overview of the key HR metrics relating to Attendance Management in Quarter 1 (April to June 2024) as well as performance, notable key issues and the implications for Glasgow City HSCP.

Officers provided the following verbal update in relation to Occupational Health (OH) Services:

In relation to OH Services within Glasgow City Council, access to this has improved as the OH provider PAM has addressed their chronic vacancy issue, and Officers are seeing referrals being carried out much quicker. This is helping to progress IHR applications much more quickly and is assisting in reaching decisions about employee health capability more quickly. The action plan has a section dedicated to OH, as Officers recognise that having strong OH interventions can both prevent absence and support employees to return to work sooner. Amongst other measures, Officers are working with PAM to introduce onsite clinical services, in the first instance to support Care Services teams, with an OH Nurse and Physio being considered in the first phase.

In relation to Health, there was a recognition last year that OH Services were facing greater demand following Covid and there was particular demand in relation to mental health and stress. Last month, the HR team met with OH and Psychological Services to discuss the implementation of a Mental Health / Stress Pilot within known hotspot areas. This will be delivered as part of the Health Board's Staff Health Strategy as a pilot focusing on the areas with the highest sickness absence due to mental health and stress. It will be 2-pronged, early intervention for those staff off sick with anxiety, stress, depression; as well as a proactive low level psychological input in these areas that would be focused mainly on staff not off sick with a view to keeping them well; also working with the managers in these areas to try and improve their confidence in supporting staff to stay at work with the goal of preventing future absence. Both prongs will have measures of success monitored. The Hot Spots areas are Children's Services, Mental Health Inpatients and Prisons.

Additionally, the HSCP has been promoting the Mental Health Occupational Health team to all employees, both social work and health, and the respective HR teams are directing staff to this resource.

Officers advised that in relation to Covid related absence, although there was a spike in Covid cases reported in Quarter 1, and this is consistent with community prevalence, these numbers remain relatively low now and the lack of testing would suggest that this data is not wholly reliable. Officers advised that consideration will be given to removing this section for future reports.

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For the spotlight areas, Officers profiled the Homelessness team within Social Work Services, and for Health, Mental Health Inpatient Services.

The report details the current absence action plan which has been developed by the HR team in response to the challenges associated with staff absence, and this has been approved by the Senior Management Team (SMT). There are 6 key priority areas identified:

- HR Support and Action
- Occupational Health and Long Term Absence
- Redeployment
- Governance & Reporting
- Training for Managers
- Staff Wellbeing

Members noted that they found the Covid related absence figures useful and suggested the possibility of changing this to make it clear that staff are self-reporting Covid symptoms. Officers advised that they would look into this and try to present the data in a different way.

Officers

There was a discussion in relation to the psychological absence figures and whether Officers are able to find out the exact reasons for these types of absences. Brian Auld also suggested a stand-alone report on psychological factors.

Officers advised that the two parent organisations don't have recording categories under psychological absences therefore it would be difficult to drill into the reasons. Officers highlighted that psychological absence is the top reason for absence for the Council and Health Board, as well as nationally. Officers agreed to have an offline conversation with the Member to discuss in more detail.

Officers

Members highlighted that high caseloads for staff may be contributing to absences and questioned how KPIs are reviewed and measured in relation to this. Officers advised that two spotlight areas highlighted in the report are under operational pressure, i.e., Homelessness and Mental Health Inpatient Services. The KPIs for absence are set nationally for Health Boards and locally by the Council.

The IJB Finance, Audit and Scrutiny Committee:

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

16. Children's Residential Services Care Inspectorate Activity

Karen Dyball presented a report updating on the service delivered by Residential Children's Services in the City.

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In relation to Norse Road, at the time of the inspection, the service had been experiencing significant challenges which included managing a complex group of young people with key members of the leadership and care team absent from the service. Officers advised that a new House Manager has been appointed and an action plan has been produced.

Members noted that they are reassured by the Norse Road action plan and that the issues are being addressed. They acknowledged the children's houses are sector leading and with mostly scores of 5 and 6 they are a testament to the work of the HSCP staff.

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the contents of the report; and**
- b) Noted the findings in respect of Care Inspectorate grades awarded to directly provided Children's Houses.**

17. Fostering and Adoption Services Care Inspectorate Activity

Karen Dyball presented a report informing of the outcome of the inspection of Glasgow City HSCP's fostering and adoption services and the action plans created as a result of the inspection.

Officers highlighted that good progress has been made in the fostering service since the inspection concluded in July.

The Chair noted that it would be useful to have a feedback report on both the Fostering and Norse Road action plans, when it is appropriate to do so.

Officers

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the fostering and adoption inspection findings; and**
- b) Noted the fostering action plan.**

18. Clinical and Professional Quarterly Assurance Statement

Kelda Gaffney presented the Clinical and Professional Quarterly Assurance Statement for the period of 1st April 2024 – 30th June 2024.

Officers highlighted that there are still a number of Mental Health Serious Adverse Event Reviews (SAERs) outstanding, and they are addressing the backlog as this continues to be a priority. There are measures in place to increase the pool of investigators and support the investigation teams for a timeous completion.

Members questioned why SAERs pre 2023 have not been concluded more promptly. Officers advised that the main issue is in relation to the low number of investigators, and staffing issues. Officers have introduced

a number of additional leads to participate in this. The team are up to date with the current SAERs and continue to work through the backlog.

There was a discussion in relation to the annual reporting of the Mental Welfare Commission (MWC) visits and Members questioned if an annual report provides enough scrutiny. Officers assured the Committee that the actions resulting from MWC visits are scrutinised through all relevant HSCP governance routes. Action plans are produced which are followed up by the MWC with reviews undertaken with key learning. The MWC visits are also reported quarterly via the Clinical and Professional Quarterly Assurance Statement.

The IJB Finance, Audit and Scrutiny Committee:

a) Considered and noted the report.

19. Duty of Candour

Craig Cowan presented a report informing of the Duty of Candour cases identified within Glasgow City Health and Social Care Partnership and the requirements for annual reporting to the Scottish Government.

Officers highlighted that good practice would be to ensure that refresher training is put in place for frontline services. Officers are considering an option to adapt existing training, including a certificated tutorial created by NHS Education Scotland (NES), Scottish Social Services Council, the Care Inspectorate and Healthcare Improvement Scotland, to add to the Council's online learning platform.

Officers are developing a robust process to monitor and log cases as they occur throughout the year, and it would be the duty of the Chief Social Work Officer to keep such a log.

Members noted that there are no Serious Adverse Event Review (SAER) cases for 2023 and questioned if this was correct. Officers advised that no cases have been identified as yet.

There was a discussion in relation to the two example SAER cases noted in the report on improvements implemented as a result of Duty of Candour and Members queried why there are only 2 out of 64 cases. Officers confirmed that these are only examples and not the totality of all improvements from SAERs. They agreed to add more narrative which better explains that these are just examples and confirm there is a culture of continuous improvement.

Officers advised that an annual report will be presented to the Committee, and they will ensure the learning and review element is better recorded and reflected next year.

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The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the content of the report;**
- b) Noted the draft report to the Scottish Government (Appendix 1);
and**
- c) Noted the next steps to ensure robust reporting and monitoring.**

20. Risk Management Quarterly Update (Q1 2024/25)

Craig Cowan presented a report updating 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. This report covers the review carried out in respect of changes to risk in Quarter 1 (1 April 2024 to 30 June 2024).

Officers advised that there is an error in the table in appendix A in relation to risks 2037 and 2230. The narrative is accurate, but the rating has been incorrectly noted as 'high' instead of 'medium'. The report will be amended and circulated to FASC Members.

Officers

Officers advised that there is work ongoing in relation to the wording for the risk regarding the Safer Drug Consumption Facility (SDCF). This risk will be added to the risk register in future reports.

Brian Auld asked for more detail on the transformational programme of work referenced under risk 512 and Officers agreed to provide some key components of the transformation programmes to the Member outwith the meeting.

Officers

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 1 2024-25.**

21. Next Meeting

The next meeting was noted as Wednesday 23rd October 2024 at 9.30am.