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

**IJB-FASC (M) 12-06-2024**

Minutes of meeting held virtually, via Microsoft Teams, at 9.30am on Wednesday 12 June 2024

**Present:**

**Voting Members**

Cllr Chris Cunningham	Councillor, Glasgow City Council
Graham Haddock	NHSGG&C Board Member
Cllr Jon Molyneux	Councillor, Glasgow City Council
Cllr Cecilia O'Lone	Councillor, Glasgow City Council (Chair)
Rona Sweeney	NHSGG&C Board Member
Charles Vincent	NHSGG&C Board Member

**Non-Voting Members**

Sharon Wearing	Chief Officer, Finance & Resources
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**In Attendance:**

Jillian Campbell	Senior Audit Manager
Craig Cowan	Business Development Manager
Allison Eccles	Head of Business Development
Duncan Goldie	Planning and Performance Manager
Margaret Hogg	Assistant Chief Officer, Finance
Tracy Keenan	Assistant Chief Officer, HR
Julie Kirkland	Senior Officer, Governance Support
Karen Lockhart	Assistant Chief Officer, Adult Services
Claire Maclachlan	Governance Support Officer (minutes)
Frances McMeeking	Assistant Chief Officer, Operational Care Services
Grace Scanlin	Ernst & Jones (External Auditors)
Lynsey Smith	Head of Justice Services

**Apologies:**

Duncan Black	Chief Internal Auditor
David Reilly	Independent Sector Representative

**ACTION**

**1. Declarations of Interest**

Sharon Wearing – Item No. 13 – Recruitment to Chief Officer, Glasgow City HSCP

**2. Apologies for Absence**

Apologies for absence are noted above.

**3. Minutes**

The minutes of 17<sup>th</sup> April 2024 were approved as an accurate record.

**4. Matters Arising**

There were no matters arising.

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**5. Rolling Action List**

Allison Eccles presented the Rolling Action List and confirmed the undernoted action is now closed.

Action Ref No. 77 – Care Inspectorate Activity – frequency of reporting to be reviewed. Officers advised that following a meeting on 9<sup>th</sup> April 2024, the Chief Finance Officer and Chief Social Work Officer are proposing quarterly reporting of inspection activity to FASC via the Clinical and Professional Quarterly Assurance Statement. A detailed action plan will be included for those inspections with a score of 2 or below and will be brought to the first available Committee. Annual reporting will remain in place in February which will summarise the main issues over the past year.

**6. Internal Audit Update (1 December 2023 – 30 April 2024)**

Jillian Campbell presented a report detailing the Internal Audit work undertaken at Glasgow City Council and NHS Greater Glasgow and Clyde (GG&C) that may have an impact upon the Glasgow City Integration Joint Board (IJB).

Auditors highlighted that for Glasgow City Council, all high and medium priority recommendations from previously reported audits have been implemented with the exception of one medium priority in relation to contract management arrangements.

For NHS GG&C, all recommendations from previously reported high priority audits have been implemented.

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

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

**7. Chief Internal Auditors Annual Report 2023/24**

Jillian Campbell presented the Chief Internal Auditor's Annual Report for 2023/24.

Based on the audit work undertaken, the assurances provided by the Chief Officers of the IJB, Executive Directors of Glasgow City Council services, and the Senior Management Teams of services within NHS GG&C, it is the Chief Internal Auditor's opinion that reasonable assurance can be placed upon the control environment which operated during 2023/24 within the IJB.

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

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

**8. Outturn Report 2023/24**

Margaret Hogg presented a report providing a high-level overview of the Integration Joint Board's (IJB) draft outturn position for 2023/24, and to seek approval for the transfer of funds to reserves to allow completion of the IJBs accounts by the statutory deadline of 30 September 2024.

Officers highlighted that each year a full review of reserves is undertaken to determine if any can be re-allocated to general reserves to increase the provision available to support the IJB over the medium term. This review has concluded, and it is proposed to re-classify £0.290m as there are no longer commitments or planned expenditure as due as liable. This will be used to increase the level of general reserves.

This will result in a general reserve of £8.442m, which is 0.50% of net expenditure and is below the target set of 2% and earmarked reserves of £58.452m. The 2024/25 budget strategy plans to deliver an underspend of £9.3m to support budget smoothing of the planned increase in superannuation rates in 2026/27. If this is secured during 2024/25 this will increase general reserves to £17.7m, which would be 1.1% of net expenditure.

There was a discussion in relation to the increase of general reserves and the smoothing of the budget and Officers clarified that within the Budget report presented to the IJB in March 2024, it was noted that there will be a smoothing of savings over the next 3 years. The budget strategy laid out the proposals to put additional funding into reserves this year and next subject to Officers being able to achieve the savings programme and managing the risks.

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

- a) Noted contents of this report;**
- b) Approved the transfer of £18.778m from general reserves to meet the operational overspend for consideration by the IJB;**
- c) Approved the transfer of £14.292m to earmarked reserves as outlined in paragraph 5.3 of the report for consideration by the IJB; and**
- d) Approved the redistribution of reserves as outlined in paragraph 5.5 of the report for consideration by the IJB.**

**9. Unaudited Annual Accounts**

Margaret Hogg presented the Unaudited Annual Accounts for the year ended 31 March 2024.

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

- a) Noted the IJB's Unaudited Annual Accounts;**
- b) Noted the Annual Governance Statement included within the Unaudited Annual Accounts;**
- c) Approved the submission of the Unaudited Annual Accounts to the IJB for approval;**
- d) Approved the submission of the Annual Governance Statement to the IJB for approval; and**
- e) Noted the timetable for the sign-off the Annual Accounts in Appendix 1.**

**10. HSCP Performance Report Q4 2023/24**

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 4 of 2023/24.

At Q4, 51.1% of indicators were Green; 42.4% Red; and 5.4% 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 17 indicators since the last report. Of these, performance improved for 6 and declined for 11.

Members highlighted the 26 indicators that have been RAG rated red for two or more successive quarters and requested reassurance from Officers that these areas of work are being scrutinised, and questioned what is being done to improve this.

Officers advised that some indicators are set nationally, such as Delayed Discharges, and the target of zero cannot be met. Officers reassured Members that all performance indicators are reviewed within the HSCP Senior Management Team, as well as discussed regularly with Assistant Chief Officers in terms of what can be done differently. Performance Indicators are also picked up as part of the budget process and transformation work.

**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 Leads for Homelessness and Justice Social Work Services (at item 11).**

**11. Performance Presentations**

**Homelessness Services**

Frances McMeeking delivered a presentation on Homelessness Services performance. The presentation is available on the Glasgow City HSCP [website](#).

Members questioned what the consequences are when statutory duties are not met. Officers advised that local authorities have a duty to provide accommodation and when this is not provided it can result in a judicial review. Hotel accommodation counts however they should not be in this type of accommodation longer than necessary. There is regular dialogue with the Scottish Housing Regulator on this issue.

The Housing Emergency Action Plan for Glasgow City Council was highlighted, and Members asked if the latest version could be shared. Officers agreed to circulate a summary version due to the pre-election period.

There was a discussion in relation to lets available through Registered Social Landlords (RSLs), and Members questioned who sets the 67% target and whether this is sufficient to address the homelessness issue. Officers confirmed that the Council, HSCP and Neighbourhood Regeneration Services (NRS) work out a formula annually on what is required in terms of homeless accommodation. A 15% increase was applied this year bringing the target to 67%. An engagement plan is in place throughout the year with RSLs. Members questioned the number of lets required to address the issues and Officers agreed to confirm the figures to Committee. (Update post-meeting: in 2022/23, the total number of lets to homeless households was 2,904. In 2023/24 the total was 3,326).

Members thanked Officers for the presentation and to all staff involved in Homelessness Services.

**Justice Social Work Services**

Lynsey Smith delivered a presentation on Justice Social Work Services performance. The presentation is available on the Glasgow City HSCP [website](#).

Members highlighted the good outcomes in relation to Trauma Informed Practice and welcomed the practical changes made as a result.

The introduction of Your Voice, a service user feedback tool, was highlighted by Officers and Members questioned what changes had been made as a result of this tool.

**ACTION**

Officers

Officers advised that the feedback has resulted in close working with homelessness colleagues to improve access to housing; changes to office environments; and employability opportunities to reduce barriers for those in the justice system accessing work and training opportunities, including links into Council initiatives, and working with Neighbourhood Regeneration Services (NRS) in relation to training opportunities. There are also links into Skills Development Scotland.

In relation to people who are supported within one day of release from custody, Members questioned if this was for long term prisoners or all prisoners. Officers confirmed that this is for long term, statutory prisoners.

Members thanked Officers for the presentation and to all staff involved in Justice Social Work Services.

## **12. Attendance Management**

Tracy Keenan presented a report providing an overview of the key Human Resources (HR) metrics relating to Attendance Management in Quarter 4 (January to March 2024) as well as performance, notable key issues and the implications for Glasgow City HSCP.

Officers highlighted that as requested from Members, a new section has been added to the report on absence rates by age group.

In response to the question raised on the last Attendance Management report in relation to the pension scheme uptake of staff within home care, Officers confirmed that the pension membership is low. There are only 16.5% of all home care staff in the pension scheme, and this low membership features across all age groups. Auto enrolment of the pension scheme only started in 2015. A significant piece of work was undertaken in 2015 to maximise the hours of staff, as well as a larger number of shift combinations and Officers proactively promoted the pension scheme. Since 2015, staff now need to opt out, and it is hoped this will make a difference. Officers advised that they would keep this under review and include in the action plan going forward.

Members welcomed the additional detail around age profiles and questioned if the nature of the work being undertaken is linked to the greater level of absence within particular age profiles. Officers advised that they are seeking additional analysis of the data to look at short term vs long term absences within different age groups. It is difficult to isolate specific roles. It is predominately band 3s in Social Work and bands 5/6 in Health and any new intelligence obtained from the data may shape actions going forward.

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

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

**13. Recruitment to Chief Officer, Glasgow City HSCP**

Tracy Keenan presented a report seeking approval to proceed with a recruitment process to the role of Chief Officer, Glasgow City HSCP.

In response to a question from Members, Officers confirmed that following a submission of bids, Eden Scot are the chosen recruitment agency to take forward the executive search.

There was a discussion in relation to the timescales for the recruitment process. Officers advised that the candidate packs are ready, and they are aiming to publish the advert as quickly as possible, following approval today. Members highlighted that Officers need to be mindful that this is the holiday period and questioned if this would have an impact on applications. Officers advised that they could extend the window for applications if required.

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

- a) Approved the membership of the Appointments Panel; and**
- b) Approved commencement of the recruitment process for the role of Chief Officer, Glasgow City HSCP.**

**14. Adult Support and Protection - 2023 Annual Joint Self Evaluation**

Karen Lockhart presented a report advising of the Adult Support and Protection (ASP) 2023 joint audit and related improvement work to support the delivery of the Glasgow City Health and Social Care Partnership (GCHSCP) ASP policies and procedures.

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

- a) Considered the information relating to the findings of the joint audit 2023 carried out by the GCHSCP, GGCNHS and Police Scotland;**
- b) Noted the method and model used to undertake the Joint Self-Evaluation, including the particular focus placed on improvement themes that had been identified in previous audits;**
- c) Noted the intention to use the findings and recommendations to scope and shape the ASP Improvement Plan; and**
- d) Requested that the outcomes and findings of the next joint self-evaluation (2024) are considered by a future IJB FASC.**

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	<b>ACTION</b>
<p><b>15. Clinical and Professional Quarterly Assurance Statement</b></p> <p>Karen Lockhart presented the Clinical and Professional Quarterly Assurance Statement for the period 1<sup>st</sup> January 2024 – 31<sup>st</sup> March 2024.</p> <p>Members highlighted the 10 Mental Health wards identified as very high priority for anti-ligature work and questioned what the timescales are for this. Officers advised that the work is being led by the Health Board as the wards are across the whole Mental Health estate and not just in Glasgow City. Officers agreed to bring a report to the Committee updating on the programme of work in relation to the Glasgow Mental Health estate, with timescales included.</p> <p><b>The IJB Finance, Audit and Scrutiny Committee:</b></p> <p><b>a) Considered and noted the contents of the report.</b></p>	<b>Officers</b>
<p><b>16. Risk Management Quarterly Update (Q4 2023/24)</b></p> <p>Allison Eccles presented a report updating on the status of the IJB's risk register and highlighted key operational risks being managed in the GCHSCP. The report covers the review carried out in respect of changes to risk in Quarter 4 (1 January 2024 to 31 March 2024).</p> <p>During Q4 there were no new risks added to or closed on the risk register. There were 3 risks on the register where the residual score has decreased; two in relation to the National Care Service and one relating to IJB business continuity.</p> <p>The impact of budget pressures, ongoing pressures in Homelessness and Asylum services, prescribing costs, and the impact of increased demand in some services continued to be the most prevalent causes of operational risks across the HSCP in Q4.</p> <p>Members questioned if a risk around the Safer Drug Consumption Facility should be captured in the register, given the high profile of this. Officers advised that they would review it and if not included, it will be added.</p> <p><b>The IJB Finance, Audit and Scrutiny Committee:</b></p> <p><b>a) Noted the contents of the report; and</b> <b>b) Noted the risks on the IJB Risk Register at the end of Quarter 4 2023-24.</b></p>	<b>Officers</b>
<p><b>17. IJB Finance, Audit and Scrutiny Committee Annual Assessment</b></p> <p>Allison Eccles presented a report updating on the effectiveness of the IJB FASC and training needs assessments and training plans for Members.</p>	



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## ACTION

Members noted that the annual assessment is a good starting point, and the development session approach would be useful. Members also noted that the training matrix included within the report is helpful and suggested including the NHS Turas training modules.

## Officers

Following discussion, Members agreed that the recommendations noted below should be discussed at a development session for FASC Members.

- 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 they would arrange the session.

## Officers

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

- a) Noted the contents of the report; and
- b) Approved the proposal to conduct an annual evaluation of the FASC.

## 18. Next Meeting

The next meeting was noted as Wednesday 11<sup>th</sup> September 2024 at 9.30am.

The Chair noted that this would be Rona Sweeney's last meeting and thanked her for her contributions and wished her well for the future.