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Glasgow City Integration Joint Board Finance, Audit and Scrutiny Committee

IJB-FASC (M) 13-04-2022

Minutes of meeting held virtually, via Microsoft Teams, at 9.30am on Wednesday 13th April 2022.

Present:

Voting Members

Ade Aibinu	Councillor, Glasgow City Council
Simon Carr	NHSGG&C Board Member
Jane Morgan	Councillor, Glasgow City Council (Vice Chair)
Rona Sweeney	NHSGG&C Board Member (Chair)

Non-Voting Members

Sharon Wearing	Chief Officer, Finance & Resources
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In Attendance:

Duncan Black	Head of Audit and Inspection
Mike Burns	Assistant Chief Officer, Children's Services and North East
Martin Culshaw	Deputy Medical Director, Mental Health & Addiction Services
Allison Eccles	Head of Business Development
Stephen Fitzpatrick	Assistant Chief Officer, Older People's Services and South
Duncan Goldie	Planning and Performance Manager
Christina Heuston	Assistant Chief Officer, HR
Margaret Hogg	Assistant Chief Officer, Finance
Jacqueline Kerr	Assistant Chief Officer, Adults and North West / Interim Chief Social Work Officer
Julie Kirkland	Senior Officer, Governance Support
Claire Maclachlan	Governance Support Officer (minutes)
Geri McCormick	Head of Commissioning
Frances McMeeking	Assistant Chief Officer, Operational Care Services
Fiona Moss	Head of Health Improvement and Equalities
Stephen O'Hagan	Audit Scotland
Susan Orr	Head of Children's Services, Families for Children/ Children's Residential
Kirsten Paterson	Health and Safety Manager (Social Work)

1. Declarations of Interest

There were no declarations of interest raised.

2. Apologies for Absence

There were no apologies noted.

ACTION

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3. Minutes

The minutes of 8th December 2021 were approved as an accurate record subject to the following amendment:

Page 4 – Workforce Plan will be presented to the IJB in June 2022, not March 2022 as stated.

4. Matters ArisingItem No 7 – Performance Presentation – Adult Services

Members requested an update on the outcome from the HMIP inspection of Low Moss Prison in January 2022.

Officers advised that the full report on the outcome of the inspection is not available yet and the formal report will be presented to Committee along with the action plan. Officers met with Inspectors in February 2022 and the initial feedback was positive, although recognising there are issues, particularly with recruitment and retention of staff in prisons. Officers are completing a workforce review and are looking at innovative ways to try and recruit. New management arrangements are in place and the relationship with the Scottish Prison Service has improved.

5. Rolling Action List

Allison Eccles presented the Rolling Action List noting there are currently three open actions. The following actions were highlighted.

Action Ref No. 41 – OLM Contract and Disaster Recovery for CareFirst – there is no new update. Item to remain on the Rolling Action List as a watching brief.

Action Ref No. 58 – Audit Scotland Guidance on Auditing Best Value in IJBs – Members agreed for this action to close with a commitment to a further discussion when the guidance is available.

Action Ref No. 61 – Performance Presentations – Officers to consider how best to present information on progress with regards integration – this will be picked up as part of the review of the Strategic Plan.

6. Glasgow City IJB Annual Audit Plan 2021/22

Stephen O'Hagan presented the Annual Audit Plan for 2020/21.

Auditors highlighted this is the final year of appointment.

A significant risk is identified in the financial statements relating to management of overriding controls. This is a standard risk for all public bodies. A further risk identified is around the wider scope of public sector audit relating to financial sustainability in the longer term.

The timeframe for the financial statement audit is certification by the end of September. Auditors advised that they are unlikely to meet these timescales, however they will continue to engage with Officers in addressing the timeframe.

Auditors updated on Best Value of IJBs and advised that a meeting of the Best Value Working Group is taking place this week to look at proposals with a view to taking these to the Accounts Commission before the June recess. It is likely that this will be integrated into the planning guidance issued to all Auditors around October which will provide more direction on what the new approach will be.

7. HSCP Performance Report Q3 2021/22

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 3 of 2021/22.

Officers advised the impact of COVID-19 has been incorporated into the report but noted it will be difficult to incorporate the impacts into the next report as we enter into year 3 of the pandemic.

Members questioned if Officers could review how performance has changed across the key indicators from pre-integration to now, to provide a snapshot on whether integration has made an impact to outcomes.

Officers suggested the Strategic Plan, or the Annual Performance report would be the best place to provide this information however Members suggested a stand-alone report would be preferable which limits focus to numbers and what those numbers tell us about prevention. Officers agreed to give this further consideration on how best to capture this information, as it will differ across each care group.

Officers

Members suggested further work is required in relation to an evaluation programme in key areas to ensure the Committee has sight of what is underway and what might inform future direction.

Members highlighted the performance indicators in red for Sexual Health Services, particularly in relation to IUDs and implants and questioned how these are impacting on people's lives.

Officers highlighted the challenges in relation to accommodation to deliver services but noted online contraception has increased and this is positive. Officers offered to circulate a briefing note on the impact to Members.

Officers

Members requested an update on the Intermediate Care audit action plan. Officers advised this will be picked up in the Older People Performance Presentation which is on the agenda today.

The IJB Finance, Audit and Scrutiny Committee:

- a) noted the attached performance report;**
- b) considered the exceptions highlighted in section 4.3; and**
- c) reviewed and discussed performance with the Strategic Leads for Health Improvement and Older People/Unscheduled Care.**

8. Performance Presentations

Health Improvement

Fiona Moss delivered a presentation on Health Improvement performance. The presentation is available on the Glasgow City HSCP [website](#).

Members highlighted the information regarding smoking cessation and queried whether one-to-one telephone support delivered during the pandemic has been more successful as it provides more anonymity than group work.

Officers advised the group work is part of the model that all smoking cessation services are designed to deliver, as peer support has an impact. The one-to-one telephone service has allowed staff to give people more time and build a one-to-one relationship. Officers confirmed that outcomes have been better with the one-to-one service, but this is not sustainable without a level of investment. A hybrid approach will be considered.

Members questioned what Officers can do now to tackle poverty and health outcomes for children which could continue through to adulthood.

Officers advised the Scottish Government are aware of the challenges being faced as a consequence of the pandemic. There are a range of new developments taking place and the challenge in Glasgow is to ensure targeted support is provided as well as universal support for children and young people.

Members questioned if there is scope for a longer-term approach rather than short-term initiatives.

Officers advised that half of the funding is from non-recurring sources which makes it difficult to recruit. Short-term funding cannot deal with long term issues around prevention. Officers confirmed they will continue to raise this issue with the Scottish Government.

Members raised concern in relation to the decline in exclusive breastfeeding and questioned if intention has reduced as well as practice. Officers advised that people are not asked to declare their intentions as even those who are committed to breastfeeding can run into difficulties.

Members asked for more detail on the 6% of Alcohol Brief Interventions (ABIs) achieved in Primary Care when the target is 80%.

Officers advised that ABIs are undertaken across Scotland as an evidence-based programme. GPs are no longer paid for this service and there is no requirement to report it to the Scottish Government however conversations still take place with patients around alcohol consumption. This does not allow for evaluation of the impact of interventions however and Officers confirmed this has been raised with the Scottish Government as it needs to be taken forward at a national level.

Older People / Unscheduled Care

Stephen Fitzpatrick and Frances McMeeking delivered a presentation on Older People and Unscheduled Care performance. The presentation is available on the Glasgow City HSCP [website](#).

Members questioned why the Scottish Government guidance regarding admissions to care homes hasn't changed given the evidence that the Omicron variant is less severe.

Officers suggested that the initial impact of negative press on care homes may have created a risk adverse attitude within the wider care home sector. Testing for staff and visitors also remains in place.

Members noted the Unscheduled Care Commissioning Plan (UCCP) has not yet been presented to the Health Board's Finance, Planning & Performance Committee. Officers advised the UCCP was approved at the Health Board CMT in advance of it being presented to the 6 IJBs.

Members referred to the actions underway with Step Down Intermediate Care and the new procurement which will involve a move from 6 units to 5. Clarity was sought on what impact this will have on beds.

Officers advised that the outcome of the procurement will reduce the number of beds. The discharge to assess model has diverted away from intermediate care. It will still support the same through flow from hospital, but the pathway will be different. The new pathway allows patients to be discharged to care homes to be assessed. There is greater efficiency in moving people, and beds are being used more efficiently due to quick decision making at daily huddles.

Members questioned if day care services are operating under the same COVID-19 guidance as they were a year ago.

Officers advised that testing requirements and social distancing are the main challenges in day care. There is also family anxiety in relation to reduction in measures. Officers are awaiting guidance from the Scottish Government and are pushing to remove social distancing from that environment.

9. Care Inspectorate Activity Within Directly Provided Children's Residential Services

Mike Burns and Susan Orr presented report on the delivery of Residential Children's Services in the City which focuses on the activity in relation to the work of the Care Inspectorate and the regulation of the Children's Houses.

Members questioned if Officers were aware of the performance issues prior to the inspection results, and how the learning has been shared across the board.

Officers advised that the decision by the Care Inspectorate to inspect these houses before others was based on a risk assessment undertaken by them. The score for each service, generated through the Risk Assessment Database (RAD), is based on notifications submitted to the Care Inspectorate via their electronic system. This includes notifications on Covid infection rates, incidents, and changes to house manager arrangements. Those houses with higher RAD scores have been inspected first however the grades were lower than expected as staff have worked hard over the past 18 months to keep children safe.

Members questioned if there was any change in Senior Management visits during the pandemic.

Officers advised that external management visits did not cease and still took place as required, however, during Covid outbreaks, external visits were limited to minimise footfall into houses.

Members noted the action plan and timescales that are in place to respond to the issues raised.

Members questioned if there will be a follow-up visit from the Care Inspectorate. Officers advised they expect the Care Inspectorate to visit again this calendar year.

The IJB Finance, Audit and Scrutiny Committee:

a) noted the contents of the report;

- b) noted the inspection activity and consequent gradings, recommendations and response to these; and
- c) noted the work undertaken in Children's Residential Houses in 2020/21.

10. Care Inspectorate Activity Within Directly Provided Older People's Residential Services – 2021

Frances McMeeking presented report to advise the outcome of the inspection of Meadowburn Care Home and Victoria Gardens Care Home, provided by Glasgow City HSCP, which were undertaken by the Care Inspectorate in 2021.

Officers highlighted the initial inspection of Meadowburn Care Home and the strong objections from the service to the feedback and proposed grading. The basis of the objections was centred on the implementation of national guidance, which lacked clarity on the applicability to a residential setting, as opposed to a clinical setting. The detailed evaluation of Meadowburn Care Home was internally reviewed by an independent quality team at the Care Inspectorate and subsequently uniquely regraded to reflect the validity of the objections and strength of evidence submitted by the HSCP.

The IJB Finance, Audit and Scrutiny Committee:

- a) noted the findings of this report in respect of the two directly provided HSCP residential care homes inspected; and
- b) noted the introduction of a new quality framework and revised methodology in response to the COVID-19 pandemic following the introduction of new Health and Social Care Standards 2019.

11. Community Alarm and Telecare Service – Annual Audit Carried out by TEC Services Association (TSA) – October 2021

Frances McMeeking presented a report to advise the outcome of the annual audit of the Community Alarm & Telecare service provided by Glasgow City HSCP in respect of TSA's common standards modules and their service delivery modules.

The IJB Finance, Audit and Scrutiny Committee:

- a) noted the content of the report and audit findings in respect of the level and quality of services provided.

12. Social Care Purchased Services Review Activity

Geri McCormick presented report to advise of the activity of the HSCP Commissioning Team in respect of service reviews since March 2019, and to note the range of activity that has been undertaken during the period of the COVID-19 pandemic.

The IJB Finance, Audit and Scrutiny Committee:

- a) noted the contents of this report and the significant work undertaken by the commissioning service to adapt to new ways of monitoring and reviewing purchased social care services during the COVID-19 pandemic; and**
- b) noted that development is underway in respect of the Contract Management Framework and associated review processes to reflect on the learning from COVID-19 and ensure they are fit for the future.**

13. Mental Welfare Commission Local Visits 2021

Jacqueline Kerr and Martin Culshaw presented report on the findings from the Mental Welfare Commission Local Visits to mental health inpatient wards in Greater Glasgow and Clyde, published during the period 1st January 2021 to 31st December 2021.

Members found the report helpful however suggested that future reports give an indication of how many visits the issues are relating to and how far they need addressed more generally or if it is just in the places they visited.

Officers advised there are some themes that apply to most visits but those are relatively minor and often relate to paperwork issues. When there are recommendations that feature in several visits, these are taken through the Mental Health Governance Group, particularly for recurrent themes that are not going away. Specific pieces of quality improvement work would be undertaken to ensure these are addressed across the board. Officers agreed to note in future reports which ones are more pervasive and those that are specific to certain sites.

Members highlighted the timescales within the action plan that are noted as ongoing and suggested that definitive timescales are added.

Officers advised that those relating to changes to wards or remodelling have been on pause due to Covid pressures, so it is difficult to put specific or meaningful timescales until work is started up again but agreed to look at this for future reports.

The IJB Finance, Audit and Scrutiny Committee:

- a) noted the contents of the report; and
- b) noted the recommendations of the Mental Welfare Commission and the Services' response at Appendix 1.

14. Clinical and Professional Quarterly Assurance Statement

Jacqueline Kerr presented report to provide the quarterly clinical and professional assurance statement.

Members referenced the MAPPA Significant Case Review (SCR) and questioned if there are timescales for this to be completed. Clarity was also sought on why the Glasgow Strategic Oversight Group (SOG) had not agreed to sign the Information Sharing Agreement (ISA) proposed by Police Scotland

Officers advised that there has been a delay due to the procurement arrangements for contracting an external person to do the independent review. Officers advised the procurement has now been agreed and will feedback to Members on the timescales.

Officers

In relation to the ISA, Officers advised that the SOG considered there was insufficient time given for the proposal to be seriously considered given the changes being proposed in relation to information sharing. The SOG felt the proposal compromised the core aim of the MAPPA arrangements to ensure rapid and concise information sharing amongst partner agencies. The SOG have requested more information from Police Scotland before signing off.

Members referred to Adult B SCR and the issues highlighted in the review that health care-based staff were unsure of the referral process for adult protection. Clarity was sought on how this has been resolved.

Officers advised this was a communication issue and a multi-agency learning review has taken place across all key partnership agencies to look at thresholds for referrals for ASP.

Members referred to Child D SCR and issues regarding GPs filling out forms and questioned if there is adequate mechanism for good practice to be adopted across all GP practices.

Officers advised that learning reviews will be undertaken for GP forums. For individual GPs, the Clinical Directors meet with them to discuss outcomes of SCRs and this will be picked up in appraisals with GPs. Adult Support and Protection and Child Protection are part of an ongoing training programme with GPs and case studies are incorporated into this.

The IJB Finance, Audit and Scrutiny Committee:

a) considered and noted the report.

15. Glasgow City Integration Joint Board Budget Monitoring for Month 11 and Period 12 2021/22

Margaret Hogg presented report which outlines the financial position of the Glasgow City Integration Joint Board as at 28th February (Health) and 11th February (Council) and highlights any areas of budget pressure and actions to mitigate these pressures.

Members questioned when the detail on how the funding will be spent will be presented to the IJB. Officers confirmed this will be included in the Outturn Report to the June IJB.

Members highlighted discussion at the Council's City Administration Committee regarding Foster Carer allowances. Officers confirmed that the Chair of the IJB has written to the Council Treasurer regarding this issue as requested by members at the March IJB.

Members questioned if a report is presented to the IJB or FASC on the current position on reserves at various points in the year.

Officers advised the position on reserves is included in the appendix of the Budget Monitoring reports which are presented throughout the year. It is also reported in the Annual Accounts which includes a high-level summary of reserves, and it is possible to provide a more detailed report.

The IJB Finance, Audit and Scrutiny Committee:

a) noted the contents of this report; and

b) approved the recurring funding for the packages of care outlined at section 5.2.6

16. Health and Safety Annual Report January 2021 – December 2021

Christina Heuston and Kirsten Paterson presented report to provide an overview of the main Health & Safety challenges faced in 2021 as well as performance and notable key issues, and the implications for the HSCP.

Members highlighted the high number of incidents relating to aggression or violence and whether there is an action plan to deal with these incidents at officer level.

Officers advised that the 'HANDS' incident reporting system is used to record these, and services are being encouraged to increase their reporting of incidents in this area, including verbal violence. This was previously under-reported, so the increase is due to more people reporting. Officers assured Members that a review takes place for every incident that happens. They range in severity from verbal to physical aggression. Action plans are produced as well as training in how to de-escalate incidents.

Members noted it was difficult to see trends as it's not clear what percentage of staff are affected. Officers advised they would look at more analysis to show the overall position in future reports.

The IJB Finance, Audit and Scrutiny Committee:

- a) noted the findings made within this report and the data attached;**
- b) noted the main challenges faced throughout the year, and current service and future developments; and**
- c) noted the potential implications and resources which may be required from investigations and enforcement notices.**

17. Attendance Management

Christina Heuston presented report to advise of the latest absence levels across Glasgow City Health and Social Care Partnership.

Officers highlighted focus on mental health and wellbeing to assist staff at work and hopefully reduce the absence numbers.

The IJB Finance, Audit and Scrutiny Committee:

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

18. Risk Management Quarterly Update (Q3 2021/22)

Allison Eccles presented report to update on the status of the risk registers being maintained within the Glasgow City Health and Social Care Partnership. This report covers the review carried out in respect of changes to risk in Quarter 3 (Q3) (1 October 2021 to 31 December 2021).

Members referred to Risk ref 568 (Workforce planning/reduction) and questioned if the risks identified will be picked up in the Workforce Plan being presented to the IJB in June 2022. Officers confirmed these risks will be highlighted in the Workforce Plan which is due for submission to the Scottish Government in July 2022.

The IJB Finance, Audit and Scrutiny Committee:

- a) noted this report, and
- b) noted the highest risks on the Integration Joint Board, Social Care and Health Risk Registers at the end of Quarter 3 2021/22.

19. Glasgow City Integration Joint Board Internal Audit Plan 2022/23

Duncan Black presented the 2022/23 Internal Audit plan for the Glasgow City Integration Joint Board.

Officers highlighted the proposed areas for inclusion in Glasgow City IJB Internal Audit Plan for 2022/23 are:

- Compliance with policies and procedures
- Workforce planning/succession planning arrangements
- National Care Service (NCS)

Members asked for clarity on the audit on the National Care Service and what this would involve at this stage.

Auditors advised that due to the significance, they felt it prudent to keep a bank of time for any audit that may be required or to assist management in matters of significant change and development. If the NCS is delayed in terms of details, this would be reviewed, and the time used for something else that was felt necessary.

Further detail was sought from Members on the audit of compliance with policies and procedures. Auditors confirmed that this would ensure that HSCP employees are clear on whether they should be following NHS or Council policy or procedures and would potentially involve interviewing sample staff to ensure there are no issues.

The IJB Finance, Audit and Scrutiny Committee:

- a) considered the content of the plan; and
- b) approved the Internal Audit plan for 2022/23.

20. Governance Arrangements during the COVID-19 Pandemic

Duncan Black presented the details of the internal audit work undertaken in relation to Governance Arrangements during the COVID-19 Pandemic.

Members noted there was no reference in the report to the emergency arrangements put in place at the start of the pandemic with no review date. It was acknowledged however that this was rectified by Officers.

Auditors advised they would update the audit management tracker to incorporate this into one of the recommendations as a lesson learned to ensure it is captured going forward.

The IJB Finance, Audit and Scrutiny Committee:

- a) noted contents of the report; and
- b) recommend 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.

21. Internal Audit Follow Up Report

Duncan Black presented report to update on the implementation of previously agreed recommendations.

The IJB Finance, Audit and Scrutiny Committee:

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

22. Internal Audit Update (01 September 2021 – 31 March 2022)

Duncan Black presented details of the internal audit work undertaken at Glasgow City Council and NHS Greater Glasgow and Clyde that may have an impact upon the Glasgow City Integration Joint Board.

The IJB Finance, Audit and Scrutiny Committee:

- a) noted the contents of the report.

23. Internal Audit – Update on ICT Arrangements

Duncan Black presented a summary of the Council's ICT arrangements report presented to the Council's Finance and Audit Scrutiny Committee.

Officers advised this item refers to an Independent Contractor and as such this arrangement is governed by a contract between Glasgow City Council and the Independent Contractor. In line with Standing Orders (Section 8), the Chair is resolved to hear this item in private.

24. Next Meeting

The next meeting was noted as Wednesday 15th June 2022 at 9.30am via Microsoft Teams.

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Members noted this would be Councillor Jane Morgan and Bailie Ade Aibinu's last meeting due to the Local Government Elections and thanked both for their contributions and support.

ACTION