

**OFFICIAL  
NOT YET APPROVED AS A CORRECT RECORD**

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

**IJB-FASC (M) 26-10-2022**

Minutes of meeting held virtually, via Microsoft Teams, at 9.30am on Wednesday 26<sup>th</sup> October 2022.

**Present:**

**Voting Members**

Simon Carr	NHSGG&C Board Member
Cllr Chris Cunningham	Councillor, Glasgow City Council
Amina Khan	NHSGG&C Board Member
Bailie Leòdhas Massie	Councillor, Glasgow City Council
Cllr Cecilia O'Lone	Councillor, Glasgow City Council (Vice Chair)
Rona Sweeney	NHSGG&C Board Member (Chair)

**Non-Voting Members**

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

**In Attendance:**

Duncan Black	Head of Audit and Inspection
John Boyd	Audit Scotland
Mike Burns	Assistant Chief Officer, Children's Services
Jillian Campbell	Senior Audit Manager
Lorraine Cribbin	Acting Chief Nurse - Adult Services
Gary Dover	Assistant Chief Officer, Primary Care & Early Intervention
Allison Eccles	Head of Business Development
Duncan Goldie	Planning and Performance Manager
Dominique Harvey	Head of Planning (Children's Services & North East)
Margaret Hogg	Assistant Chief Officer, Finance
Tracy Keenan	Assistant Chief Officer, HR
Julie Kirkland	Senior Officer, Governance Support
Claire Maclachlan	Governance Support Officer (minutes)
Rhoda MacLeod	Head of Adult Services (Sexual Health, Police Custody & Prison Healthcare)
David Meechan	Audit Scotland
Pat Togher	Assistant Chief Officer, Public Protection and Complex Needs

**1. Declarations of Interest**

There were no declarations of interest raised.

**2. Apologies for Absence**

There were no apologies noted.

**3. Minutes**

The minutes of 15<sup>th</sup> June 2022 were approved as an accurate record.

**ACTION**

**OFFICIAL**

**4. Matters Arising**

There were no matters arising.

**5. Rolling Action List**

Allison Eccles presented the Rolling Action List noting there are currently two open actions:

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. 61 – Performance Presentations – Officers to consider how best to present information on progress with regards integration – progress with integration has been included within the revised Annual Performance Report, and this is also being picked up as part of the review of the Strategic Plan.

Actions 68 and 69 are now closed as briefings were circulated to Members.

**6. Update on Audit of Annual Accounts**

Margaret Hogg and John Boyd presented report to provide an update on the Audit of the Annual Accounts.

In their plan for the 2021/22 audit, Audit Scotland highlighted that continuing pressures meant they would be unlikely to meet the audit planning guidance deadline of 31 October 2022 for certification of accounts. It has now been confirmed this won't be met however Auditors anticipate this will be completed in early November, allowing them to formally report to the IJB on 30<sup>th</sup> November 2022.

To ensure that the IJB meets its statutory deadlines, Auditors propose that the remits in relation to the approval of the audited accounts and consideration of the external auditor report are delegated back to the IJB for the meeting in November. This will require the IJB to perform the scrutiny duties in relation to the annual accounts in order to meet the requirements of the 2014 Regulations.

To provide assurance, Auditors advised that the Audit is substantially complete and there has been no significant issues arising during the course of the Audit. The delay relates to workload issues of the Auditors.

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

**a) noted the update on the audit of the annual accounts; and**

- b) approved the delegation of the remits outlined in section 4.1 in relation to the approval of the audited accounts and consideration of the external auditor report are returned from IJB Finance, Audit and Scrutiny to the IJB to allow the auditor report and the audited annual accounts to be given proper scrutiny.

**7. Internal Audit – Care Home Governance Arrangements during the COVID-19 Pandemic**

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

Members questioned if this was a one-off audit specifically to deal with Scottish Government guidance issued during the pandemic. Auditors confirmed this is correct.

There were no recommendations within the report and Members questioned if this was unusual. Auditors advised that the IJB reacted appropriately when the guidance was issued and therefore no recommendations were required.

As guidance changed rapidly at the start of the pandemic, Members questioned if there was any delay in the IJB implementing this.

Auditors advised that the audit was undertaken due to the risks with the guidance changing and they sought to ensure the IJB captured this and distributed the guidance to Care Homes quickly and appropriately. A log was created with an audit trail to show when the guidance was issued and based on the evidence, Auditors highlighted that the process was handled very well by HSCP management. HSCP Officers assured Members that robust governance arrangements were put in place during the pandemic. Separate care home huddles took place which were part of the wider care home group across GG&C and fed into the national meeting. Audits were undertaken by nursing and commissioning staff to ensure compliance within purchased care homes. The Clinical Director also undertook webinars with staff in relation to new guidance.

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

- a) noted the content of the report.

**8. Internal Audit – Review of Delayed Discharges**

Duncan Black presented the report on the details of the internal audit work undertaken in relation to Delayed Discharge.

**OFFICIAL  
NOT YET APPROVED AS A CORRECT RECORD**

**ACTION**

The scope of the audit is outlined in the report which was undertaken in two phases; the first phase reviewed the processes in place, while the second phase involved a 'deep dive' into a sample of delayed discharge cases. Auditors advised that the NHSGG&C Audit Team (Azets) undertook a separate review on Delayed Discharges. A copy of this report has been requested.

Based on the audit work carried out a reasonable level of assurance can be placed upon the control environment. The audit has identified some scope for improvement in the existing arrangements and three recommendations which management should address. An action plan to address these is included in the report.

Members questioned if the Internal Audit report has been shared with NHS Senior Management. Officers advised the report has been shared with Jane Grant and Fiona McEwan.

With regards to the recommendation on Adults with Incapacity (AWI) Court proceedings and delays, Members questioned how realistic this is. Auditors advised that the recommendation is within the gift of what the IJB can do, the IJB has the ability to escalate where appropriate. Officers advised that the Chief Social Work Officer has made comment on the Court process for AWIs that they turn these around quickly, this aspect is not the issue with regards to the delays.

Members noted concern that the Joint Working Group for Acute Delays Oversight has not met since 2020. Auditors advised that the group hasn't met due to the Covid-19 pandemic, but Acute colleagues and Senior staff from the six local authorities across NHSGG&C continues to meet. The Chief Finance Officer clarified that this is a more efficient way of dealing with it.

Members noted that there is a vulnerability with regards to lack of shared procedures and processes between partners. Auditors advised that improvements need to be made and there are instances where processes can be better aligned. The hope is that the electronic referral process will help to improve this.

The Guardianship process was raised, in particular around interim orders whilst waiting on assessments. Auditors advised that this didn't come up during the audit but they can follow up any specific actions as this area will be continually reviewed and assurance work carried out going forward.

Members suggested bringing the report back to the next meeting along with the Azets report to get visibility of the full picture. Auditors advised that they would require authority to discuss the Azets report in a public meeting and will check the status of the report and if this is feasible.

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

- a) noted the content of the report; and
- b) recommended 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.

**9. Chief Internal Auditor's Annual Report 2021/22**

Duncan Black presented the Chief Internal Auditor's Annual Report for 2021/22.

Members thanked Duncan and the Internal Audit Team for their work.

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

- a) noted the content of the report.

**10. Glasgow City IJB Budget Monitoring Report for Month 5 and Period 6 2022/23**

Margaret Hogg presented the report which outlines the financial position of the Glasgow City Integration Joint Board as at 31<sup>st</sup> August (Health) and 26<sup>th</sup> August (Council) and highlights any areas of budget pressure and actions to mitigate these pressures.

To date the IJB has received £65.2m of funding for COVID-19 for 2022-23 and Officers highlighted that full year costs of £21m are anticipated. Any unrequired spend will be returned to the Scottish Government. Officers advised that full details will be presented to the IJB before funding is returned.

In terms of Covid-19 spend, given the unknowns of the impact of winter, Members questioned if there is caution around how the budget will be affected.

Officers advised that there has been discussions nationally in relation to Covid funding and the challenges of winter. There is awareness and recognition that there could be additional costs over winter.

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

- a) noted the content of the report.

**11. Best Value in Integration Joint Boards**

Margaret Hogg presented the report to update on the Accounts Commission's updated position on best value in Integration Joint Boards (IJB).

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

- a) noted the update from the Accounts Commission contained in Appendix 1.**

**12. HSCP Performance Report Q4**

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 1 of 2022/23.

Officers highlighted that the overall position is 50 indicators in Green (49.0%); 47 in Red (46.1%); and 5 in Amber (4.9%). Those indicators which have been red for two or more successive quarters are highlighted in bold.

In respect on Adult Mental Health, the indicators for this client group have changed significantly and Members questioned when Adult Services performance is due to be presented. Officers advised that this is scheduled for the next meeting.

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

- a) noted the performance report;**
- b) considered the exceptions highlighted in section 4.3; and**
- c) reviewed and discussed performance with the Strategic Leads for Children's Services and Primary Care.**

**13. Performance Presentations**

**Children's Services**

Mike Burns and Dominique Harvey delivered a presentation on Children's Services performance. The presentation is available on the Glasgow City HSCP [website](#).

In relation to the overall general demographic, Members noted that they would be interested to see the performance and progress in relation to Black and Minority Ethnic families in a future presentation. Officers advised that with the additional Scottish Government funding they are eager to get a much more detailed position and better data to track outcomes for those with protected characteristics.

Members thanked Officers for including the testimonies from service users as this demonstrates the effectiveness of the approach and questioned how feedback is captured from families to get a macro view of what people's sentiments are to the approach.

Officers advised that the views of parents and families were captured as part of the Family Support Strategy and the Integrated Children's Services plan. Feedback is received via a number of sources such as the Family Nurse Partnership working with young mums, and health visitors etc. but there isn't the infrastructure to capture it. The Scottish Government funding will help to take some of this forward. Officers highlighted that the different approaches taking place allow families to say what is important to them and has changed the relationship with social work.

Members suggested further work is needed to communicate what social work is and what it does so that the great work being carried out is communicated to the general public as there seems to be a disconnect between what is happening and how it is perceived. Officers advised that they are keen to do this and Professor Paul Bywaters is happy to assist in writing some of that up.

With regards to the challenges and risks highlighted within the presentation, Members sought assurance that Officers have an action plan and strategy in place to deal with this. Officers confirmed that there are action plans in place and there is no space for complacency due to the trajectory and positive feedback.

### **Primary Care**

Gary Dover delivered a presentation on Primary Care performance. The presentation is available on the Glasgow City HSCP [website](#).

Members noted that there are measurements around the impact for GPs but questioned how the impact on patients is measured. Officers advised that the national Health and Care Experience Survey captures the patient perspective and this is carried out every two years and, whilst there was a reduction in satisfaction levels between the last two surveys, Glasgow outperformed the Scottish average in relation to patient satisfaction. Work is about to be undertaken to seek patient views on the impact of the Primary Care Improvement Plan (PCIP) programme.

Members questioned when the PCIP evaluation will be complete. Officers advised that the survey of GPs and staff started in April and the data has been analysed for reporting purposes. They are now looking into a patient experience survey that was completed in Tayside to see if this can be adapted for a Greater Glasgow and Clyde perspective. There are two stages which will look at how patients experienced changes in their practice and if they know about the

**OFFICIAL  
NOT YET APPROVED AS A CORRECT RECORD**

**ACTION**

changes, then qualitative work after that across the six GG&C Partnerships.

Officers advised that as part of a recent consultation with patients across the city, the anecdotal feedback was that people were reasonably positive about primary care overall, although it is acknowledged that practices operate in different ways. Officers advised that the findings from the consultation are being collated and a detailed report will be made available to the IJB and the IJB Public Engagement Committee.

It was noted that variance between practices can create a complicated picture and areas of deprivation may have complex health issues and increased demand. Members questioned if Officers could provide data from GPs about face-to-face appointments. Officers advised that a board-wide survey was carried out on this however practices can opt out of providing data. A third of practices responded and Officers agreed to share the results with members. The survey has been carried out regularly since last year.

Officers

With regards to the PCIP Change Programme (implementation of the 2018 GMS contract), members queried why some practices are involved in the change and some aren't. Officers advised that the commitments that were agreed in 2018 as part of the national contract, far exceed the ability to fund it, which is why there is variation between practices. The priority is on providing access for all practices to treatment rooms, pharmacotherapy and the transfer of vaccinations from GPs, therefore, the funding that remains after these three priorities, doesn't allow for multi-disciplinary teams to be based in all 143 GP practices in Glasgow City.

**14. Healthcare Improvement Scotland Inspection of Prison Healthcare Service at HMP Low Moss (31<sup>st</sup> January-2<sup>nd</sup> February 2022)**

Rhoda MacLeod presented the report to advise of the outcome of the most recent formal inspection activity within Prison Healthcare, and the ongoing work to ensure improved and sustained performance.

Members noted the significant improvements since the previous inspection and praised officers for the report and action plan that is in place.

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

- a) noted the findings of the most recent inspection activity, and**
- b) noted the actions the HSCP has taken, and intends to take, to ensure ongoing sustainable service improvement.**

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

Pat Togher presented the quarterly clinical and professional assurance statement.

Officers advised that the ongoing MAPPA Significant Case Review is nearing completion, once this is complete this will be circulated to Members.

The Joint Inspection of Adult Support and Protection was highlighted which is now complete and the report has been published. This was a positive inspection with 8 strengths recorded and two areas for improvement. The inspection report captures the scale and complexity of demand within Glasgow with in excess of 6000 adult protection referrals in Glasgow. Glasgow City HSCP and partners have a requirement to reflect on all of the findings which will be summarised in an improvement plan in advance of submission to Care Inspectorate on 16th November 2022.

Members asked for more detail on the figure of 6,000 referrals this year and how this compares to last year. Officers advised that referrals don't all convert into case conferences but the figure is an indicator of the threshold within which Glasgow operates. Referrals come in via Police Scotland, Housing Associations etc. Figures are up slightly on last year and it is anticipated that there will be a further increase due to the cost-of-living crisis.

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

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

**16. Attendance Management**

Tracy Keenan presented the report which outlined the latest absence levels across Glasgow City Health and Social Care Partnership.

Officers advised that the allocation of coding for employees absent due to Covid-19 has changed and will now be recorded as being off under sickness absence.

Members questioned how sickness is being measured inclusive of Covid-19 and long Covid as the valid comparator would be sickness levels pre-Covid. Officers advised that the key reason to no longer record Covid-19 related absence as special leave was to manage staff off with Covid more effectively. It has allowed managers to unlock the interventions to support staff and move forward with absence related conversations. Officers will consider how best to provide Committee with an overall picture with relevant comparators.

**OFFICIAL  
NOT YET APPROVED AS A CORRECT RECORD**

**ACTION**

With regards to staff sickness, Member questioned if there were any consultations or surveys planned for staff to capture their perspective on sickness absence as there would be value in gaining the reflection of staff in relation to issues of burnout over the period of the pandemic.

Officers advised that they would consider this. More detailed information is being sought from exit interviews to understand the reasons for staff leaving. Members welcomed this as understanding the burnout effect will be important.

Officers

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

**a) noted the content of the report.**

**17. Risk Management Quarterly Update**

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 1 (Q1) (1 April 2022 to 30 June 2022).

With regards to future reporting arrangements, Officers highlighted that the partner bodies do not publish these risks as part of its own risk management reporting procedures however they are published as part of this Committee's governance arrangements. In order to ensure this Committee receives relevant risk management reports that adhere to the IJB's risk policy, it is proposed that future reports would cover the IJB's risk register (strategic risks) and key operational risks identified by the Senior Management Team that this Committee should be aware of and may consider appropriate for escalation to the IJB's strategic risk register. This proposal would also bring the Glasgow City IJB's risk reporting arrangements in line with the other IJB's across Greater Glasgow & Clyde and address the inconsistency of detailed operational risks being published by this Committee but not by the partner bodies.

**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 1 2022/23; and**

**c) approved the proposed future reporting arrangements set out in Section 5 of the report.**

**18. Next Meeting**

The next meeting was noted as Wednesday 14<sup>th</sup> December 2022 at 9.30am via Microsoft Teams.