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

IJB-FASC (M) 14-12-2022

Minutes of meeting held virtually, via Microsoft Teams, at 9.30am on Wednesday 14th December 2022.

Present:**Voting Members**

| | |
|------------------------|----------------------------------|
| Cllr Chris Cunningham | Councillor, Glasgow City Council |
| Amina Khan | NHSGG&C Board Member |
| Baillie Leòdhas Massie | Councillor, Glasgow City Council |
| 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 |
| Jillian Campbell | Senior Audit Manager |
| Allison Eccles | Head of Business Development |
| Richard Gass | Welfare Rights Manager |
| Duncan Goldie | Planning and Performance Manager |
| Janet Hayes | Head of Planning and Strategy, Adult Services and North West |
| Gillian Hennon | Head of Finance |
| Margaret Hogg | Assistant Chief Officer, Finance |
| Rob Jones | Ernst & Young (External Auditors) |
| Tracy Keenan | Assistant Chief Officer, HR |
| Jacqueline Kerr | Assistant Chief Officer, Adult Services / Interim Chief Social Work Officer |
| Julie Kirkland | Senior Officer, Governance Support |
| Claire Maclachlan | Governance Support Officer (minutes) |
| Gordon McKay | Business Development Manager |
| Pat Togher | Assistant Chief Officer, Public Protection and Complex Needs |

Apologies:

| | |
|---------------------|---|
| Simon Carr | NHSGG&C Board Member |
| Cllr Cecilia O'Lone | Councillor, Glasgow City Council (Vice Chair) |

1. Declarations of Interest

There were no declarations of interest raised.

2. Apologies for Absence

Apologies for absence are noted above.

3. Minutes

The minutes of 26th October 2022 were approved as an accurate record.

ACTION

4. Matters Arising

There were no matters arising.

5. Rolling Action List

Allison Eccles presented the Rolling Action List noting there are currently three 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.

Action Ref No. 70 – Primary Care Performance Presentation – Officers to provide data from board wide survey regarding face-to-face appointments in GP practices – A briefing and survey data was circulated to Members on 6th December 2022. Members agreed that this action can now close.

6. Internal Audit Update (1 April 2022 – 30 November 2022)

Duncan Black presented a report with 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 Delayed Discharge report from Azets has now been circulated to Members and Auditors noted that it was useful to receive a copy of the report. The findings within the report are consistent with the Internal Audit Delayed Discharge report. Auditors will review the report and arrange a planning meeting with Azets in January to look at next steps and joint working around any issues identified. Auditors will also request a copy of the 'Time of Day Discharge' report from Azets.

Members questioned if the processes are working appropriately in relation to delayed discharges and if there is sufficient capacity in the system. Auditors advised that there are clear protocols in place, but they are looking at any way to streamline the processes in relation to transfer of patients from one environment to another. It was recognised however that there are areas of challenge and difficulty around complex needs cases where requirements may change close to the discharge trigger point which make delays hard to control.

Auditors will report back to Committee following discussion with Azets and will use the findings to build on further assurance work.

The IJB Finance, Audit and Scrutiny Committee:

a) noted the content of the report.

7. Internal Audit Assurance Report – Succession and Workforce Planning

Duncan Black presented a report with details of the internal audit work undertaken in relation to Succession and Workforce Planning.

Auditors highlighted that the main issue identified is in relation to succession strategy planning. The work around this had paused due to work pressures but has now restarted. Auditors have recommended that HSCP management ensure that a succession strategy and plan is formally developed and approved.

HSCP management have agreed to the recommendations with an implementation date of June 2023. Auditors will continue to monitor this and report back.

Members questioned if the timescale of June 2023 is appropriate given the nature of the actions and that the succession planning group has now met. Auditors advised that this timescale is reasonable for recommendations with a medium priority. HSCP Officers noted that workload issues of the lead officer for succession planning has had an impact however Tracy Keenan, Assistant Chief Officer for HR, will now be supporting this piece of work.

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 action contained in the attached Action Plan.

8. Glasgow City IJB Budget Monitoring Report for Month 7 and Period 8 2022/23

Margaret Hogg presented a report which outlines the financial position of the Glasgow City Integration Joint Board as at 31st October (Health) and 21st October (Council) and highlights any areas of budget pressure and actions to mitigate these pressures.

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Officers highlighted that to date there is an underspend of £1.5m. The probable outturn was presented to Glasgow City IJB on 30th November 2022 and reported an underspend of £2.5m and this included a recommendation to fully utilise the underspend, therefore the HSCP is looking to break even this financial year.

Officers emphasised that given the volatility of the economy it should be recognised that there is uncertainty around the outturn. Officers will continue to review and monitor this.

Members requested more detail on the third party costs detailed in the budget variance. Officers advised that this is mainly related to payments to providers such as care homes or providers that provide external support packages to service users being supported by the HSCP. Another element relates to the care home budget which is not seeing the same level of demand as pre-pandemic.

The IJB Finance, Audit and Scrutiny Committee:

a) noted the content of the report.

9. HSCP Performance Report Q2 2022-23

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 2 of 2022/23.

Officers highlighted that the overall position is 51 indicators in Green (51%); 43 in Red (43%); and 6 in Amber (6%). Those indicators which have been red for two or more successive quarters are highlighted in bold.

There has been a change in RAG status for 14 indicators since the last report. Of these, performance has improved for 6 and declined for 8.

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 Lead for Adult Services.**

10. Performance Presentations

Adult Services

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

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Members questioned what the Relaxation and Recuperation (R&R) hubs look like for staff in the community. Officers advised that they are different depending on the team. There are dedicated areas to allow staff to engage with colleagues with Champions in each office and hospital. There is a funding allocation for staff to decide how they wish to use this. Feedback from staff has shown that the R&R hubs have been successful.

Further detail was sought from Members on the 12 Adult delayed discharges in Mental Health and if those are Adults with Incapacity (AWI). Officers advised that the vast majority will be under Mental Health legislation. Others may have complex needs and a care home place is required that provides specialist dementia care. There are Discharge Coordinators within each hospital inpatient site and a Bed Admissions Manager is being recruited to manage pathways into hospital and pathways out. There is also a dedicated team of 9 Social Workers that target delays.

Members questioned what the mitigations are going forward in relation to the continued impact of Covid-19 and ward closures on short stay Adult Mental Health beds. Officers advised that as of Friday 9th December 2022 there were 6 Mental Health wards closed due to Covid-19. There are challenges due to the patients being mobile and having challenging behaviours which makes it more difficult to isolate them. Officers are working on a Winter Surge Plan for Mental Health and looking at how to move patients through the system quicker.

A separate presentation was provided on the Alcohol and Drug Partnership (ADP) reporting and performance which is available on the HSCP [website](#).

The update highlighted a 45% reduction in suspected drug deaths reported by Police Scotland in Glasgow G Division for April - June 2022. Members questioned if there are seasonal variations with more drug deaths in the winter months than summer. Officers advised that there isn't a seasonal trend and the vast majority happen in communities rather than the City Centre. During the pandemic, Alcohol and Drug Services had challenges in moving to a hybrid model however those services are now back and fully running with staff working on clinical and outreach models. The Crisis Outreach Service have received an average of 30% of individuals referred who were previously unknown to services. The Mental Health Assessment Units have assisted with this alignment. There is also a pilot in Police Scotland for their Police Officers to carry naloxone which has helped significantly. The next drug death figures will be released in the summer of next year and Officers will carry out more detailed work on individuals to identify where the harm reduction programme can be developed and expanded. The move from Methadone to Buprenorphine has been significant in the stabilisation of chaotic drug users.

Members questioned if there is a plan to roll out the use of Buvidal. Officers advised that there is optimism that 25% of service users will be on Buvidal by next summer in the community and prisons. There is no issue with availability or rolling out. It is about personal choice. There is an inconsistent approach across the city in relation to shared care services and further work is required with Primary Care colleagues in this area.

Clarity was sought on the underspend for alcohol and drug services and under occupancy in residential rehabilitation and supported living. Officers advised that the Scottish Government has been very prescriptive on what the funding can be spent on, which is abstinence focused. Officers are having ongoing discussions with the Scottish Government to try and further the scope for harm reduction services.

Members questioned the alignment between the ADP and Mental Health services and questioned how many people are able to access psychological therapy as part of their treatment. Officers confirmed that an external review of alcohol and drug recovery services will be presented to a future IJB which will include an increase in psychological therapy which will be interagency and multi-disciplinary. Clinical leads are looking at co-morbidity and working closely to ensure this is aligned.

Cllr Chris Cunningham asked Jaqueline to thank the staff involved in the delivery of Naloxone training to Elected Members.

11. Clinical and Professional Quarterly Assurance Statement

Pat Togher presented the quarterly clinical and professional assurance statement.

Officers highlighted that the MAPPA Significant Case Review (SCR) commissioned by the Glasgow Strategic Oversight Group (SOG) is nearing completion. It is in its final draft subject to redaction work. Upon publication, the final report will be circulated to IJB Members.

The Glasgow Multi-Agency Public Protection Arrangements (MAPPA) Annual Report has now been published.

The Adult Support and Protection joint inspection is now complete, and Officers are now preparing for the Child Protection inspection, which is anticipated will take place early in the new year.

National Guidance for Child Protection in Scotland 2021 was published in September 2021. The Child Protection team have developed an implementation plan that will include an update of the Glasgow Child Protection Procedures based on the information contained in the national guidance and the findings from the consultations. There is a rewrite of Glasgow's Child Protection Procedures underway, and the

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final draft will be circulated across the HSCP and partners for consultation.

Members questioned what is changing within the Child Protection procedures and what the timescales are. Officers advised that they have until next year to redraft the HSCP procedures to compliment the national procedures. The national guidance is much more comprehensive than previously and now includes up-to-date policies such as The Promise, Family Support and new features such as domestic abuse and unaccompanied asylum seeking children. The size of the document reflects the number of updates within the revised guidance.

The figures for Significant Adverse Event Reviews (SAERs) for Mental Health Services were questioned by Members as they are significantly greater than the other categories. Officers advised that the policy for SAERs are the same for all services however they are not comparable as the prevalence rate and complexity of need in Mental Health culminates in more SAER activity. Officers will include more detail on this in the next quarterly report.

Officers

The IJB Finance, Audit and Scrutiny Committee:

a) considered and noted the report.

12. Welfare Rights and Money Advice Performance Report 2021-22

Richard Gass presented a report on the performance of Glasgow City Health and Social Care Partnership's (HSCP) Welfare Rights and Money Advice Team for 2021-22, including details of money advice provision commissioned by the Health Improvement Team. Also included is some activity that's been undertaken as part of a response to the cost of living crisis.

Officers highlighted that Covid-19 continues to have an impact on activity. The number of claims has gone down due to conducting services remotely. Officers are starting to return to face-to-face contact and envisage the numbers may start to increase.

Amina Khan updated the Committee on a project she is involved in for the Health Board in relation to Maternity Services and ethnic minority women. The project has identified that access to money advice and welfare rights services for this demographic needs to be improved as these women are often within the lowest areas of deprivation in the city. Contact has been made with the Equalities and Human Rights Team and there are a few workstreams ongoing with funding from the Scottish Government for tests of change and how this can be targeted for Black, Asian and Ethnic Minority women. It was highlighted that work is needed to improve accessibility to the service in general to some demographics.

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| The IJB Finance, Audit and Scrutiny Committee: | | |
| a) noted the contents of the report. | | |
| 13. Health and Social Care Complaints Activity 2021-22 | | |
| Gordon McKay presented a report on complaints for both health and social care during the period 1st April 2021 to 31st March 2022 | | |
| Members questioned if there is a reason for the drop in complaints from HMP Barlinnie. Officers advised that this could be due to a change in the way representations are being recorded. Some representations that were recognised as complaints previously are now classified differently. Officers advised that they would provide further detail on this for Members. | | Officers |
| With regards to the learning from upheld complaints, Members questioned if the IJB could do more to communicate and engage with the public on service improvements that have been led by service users and that the HSCP is a listening organisation and actively responding to complaints with improvement actions. Officers advised that the reports are available and published on the HSCP website, but more could be done in terms of publicity for the public. Members suggested that this is referred to the IJB Public Engagement Committee. | | Officers |
| Members questioned if the complaint response target of 70% is what is achievable or if it is aspirational. Officers advised that this target covers both stage 1 and stage 2 complaints. There is an ambitious target of responding to stage 1 complaints in 5 working days. Key Performance Indicators (KPIs) can be reviewed as appropriate and Officers will do further analysis to identify if the targets are internal or are driven by Scottish Public Services Ombudsman (SPSO) guidelines. Officers also noted that the 5 working day target can be extended for more complex complaints as some can lead to significant investigations therefore targets need to be achievable. | | Officers |
| The IJB Finance, Audit and Scrutiny Committee: | | |
| a) noted the contents of the report and the two appendixes. | | |
| 14. Integration Joint Board Property Strategy 2019-2022 - Update | | |
| Gillian Hennon presented a report to update on the progress of the Glasgow City IJB's Property Strategy 2019-2022 in support of the delivery of the IJB's Strategic Plan. | | |

The Property Strategy will be updated to a three year plan and will be presented at the Glasgow City IJB in March 2023, in line with the Strategic Plan.

The IJB Finance, Audit and Scrutiny Committee:

- a) noted the contents of the report; and**
- b) noted that this report provides monitoring and scrutiny of the IJB's Property Strategy.**

15. Attendance Management

Tracy Keenan presented a report to advise of the latest absence levels across Glasgow City Health and Social Care Partnership.

Officers highlighted that absence performance for the same quarter pre and post Covid have been included for comparison purposes. In the early days of Covid, separate absence categories were created for Covid-19 however since September 2022, this is now classed as normal sickness absence.

It was noted that the report also includes the annual reporting on overtime and agency costs in key social work areas. This has seen an increase which is not unexpected given the absence levels.

The IJB Finance, Audit and Scrutiny Committee:

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

16. Risk Management Quarterly Update (Q2 2022-23)

Allison Eccles presented a report to update on the status of the IJB's risk register and 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 2 (Q2) (1 July 2022 to 30 September 2022).

Officers highlighted that there is no movement with regards to the strategic risks and there is one key operational risk relating to staff shortages.

Internal Audit highlighted discussion within the Council around the period of financial challenge that is approaching and the need to be more joined up with audit and management risk assessments. There will be a firmer focus on risk registers, mitigating controls, planned action to treat any risks and capacity with which the services have to achieve what they are setting out in risk registers.

The IJB Finance, Audit and Scrutiny Committee:

- a) noted this report; and**
- b) noted the risks on the IJB Risk Register at the end of Quarter 2 2022-23.**

17. Business Continuity and Category 1 Annual Assurance Statement 2022

Allison Eccles presented a report to provide assurance about the business continuity arrangements for the HSCP and the arrangements in place in respect of the IJB's duties as a Category 1 responder.

Officers advised that the HSCP has appointed a Resilience Manager whose role includes ensuring that Glasgow City IJB and HSCP complies with its duties under the Civil Contingencies Act, and that there are effective Business Continuity Planning arrangements in place for all services delegated to the Glasgow City HSCP.

The IJB Finance, Audit and Scrutiny Committee:

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

18. Public Bodies Climate Changes Duties Report 2021-22

Allison Eccles presented the Glasgow City Integration Joint Board's (IJB) Public Bodies Climate Change Duties Report 2021-22 which has been submitted to the Scottish Government.

The IJB Finance, Audit and Scrutiny Committee:

- a) noted the contents of the report; and**
- b) noted that the IJB's Public Bodies Climate Change Duties Report 2021-22 has been submitted to the Scottish Government following approval by the Chief Officer Finance and Resources acting under delegated authority.**

19. Next Meeting

The next meeting was noted as Wednesday 8th February 2023 at 9.30am via Microsoft Teams.