



Integration Joint Board
Audit, Risk and Governance Committee

2nd June 2026

This Report relates to
Item 9 on the Agenda

Health & Social Care Provision Update – inc Quality / Safety

Paper presented by Gareth Marr

For Discussion / Noting

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Approved for Submission by:	N/A
List of Background Papers:	None
Appendices:	Appendix 1 - Proposed Agenda - HSCLT

1. Introduction

- 1.1 This report sets out the proposed changes to the Health and Social Care Leadership Team meeting, designed to strengthen its strategic focus and improve oversight of quality and safety across services. The revised approach reflects a more structured and disciplined forum, prioritising the routine review of key quality indicators, risk, and assurance, while supporting timely decision-making and collective leadership accountability. This will include a strengthened focus on areas such as patient safety incidents and learning, clinical and care quality indicators, escalation of significant risks, workforce safety and wellbeing metrics, service user feedback and experience, and compliance with national care standards. These changes are intended to enhance the Leadership Team's role in driving continuous improvement, ensuring that quality of care, patient safety, and user experience remain central to operational and strategic delivery.

2. Recommendations

- 2.1 **The IJB Audit, Risk and Governance Committee is asked to:**
- **Note the change in HSCLT orientation**
 - **Seek ongoing assurance that:**
 - **Quality and safety indicators are routinely reviewed and acted upon**
 - **Workforce metrics are embedded within governance**
 - **Support continued alignment between HSCLT and IJB governance processes**

3. Background and Main Report

- 3.1 Following discussion at the previous Audit, Risk and Governance committee it was agreed that a paper would be brought forward outlining changes to the agenda for the Health and Social Care Leadership Team meeting. These changes are designed to ensure a greater focus on quality and safety alongside staff wellbeing.

3.2 Previous HSCLT Focus:

- 3.3 The Health and Social Care Leadership Team (HSCLT) has historically focused on:
- Operational performance
 - Financial delivery
 - Management of service pressures

3.4 Change in Orientation

- 3.5 A revised approach has been implemented through a redesign of the HSCLT agenda, which now explicitly prioritises:
- Quality and safety
 - Staff outcomes (workforce wellbeing and experience)

- 3.6 This reflects a deliberate shift towards:
- Strengthened governance and assurance
 - Improved patient safety and care quality
 - Greater emphasis on workforce sustainability

3.7 Evidence of Change – HSCLT Agenda Redesign

3.8 The revised HSCLT agenda provides clear evidence of this change in orientation.

Quality and Safety

- Dedicated agenda section including:
 - Internal Audit update
 - Quality and Safety update (Health)
 - Quality and Safety update (Social Care)
- Positioned early in the agenda, reinforcing priority and system-wide leadership focus

Staff Outcomes (People)

- Dedicated "People" section covering:
 - Workforce wellbeing
 - Vacancies
 - Sickness/absence
 - HR processes and KPIs
 - Personal Development Reviews (PDRs)
- Demonstrates explicit recognition of staff outcomes as critical system measures

Service Performance

- Continued focus through a dedicated performance section including:
 - Performance reports
 - Directions updates
 - Annual performance reporting
- Ensures ongoing oversight of delivery, access standards and statutory targets

Finance and Governance

- Dedicated section including:
 - Monthly finance update
 - Financial recovery planning
 - Contracts and commissioning
 - Outstanding audit actions
 - IJB risk review
 - KPIs for incident investigations
- Maintains a strong focus on financial sustainability and governance

Governance Integration

- Additional emphasis on:
 - Audit updates
 - Risk review
 - Incident investigation KPIs
 - Escalation via General Manager and Professional Lead updates
- Supports stronger alignment with IJB governance and assurance requirements

3.9 Overall Leadership Model

The redesigned HSCLT agenda reflects a balanced leadership model across four integrated domains:

- Quality and safety (primary focus)
- Staff outcomes (equal priority)
- Service performance

- Finance and governance

This represents a shift from:

- Performance and finance-led discussions to
- Quality, safety and workforce-led system oversight

3.10 Governance and Risk Implications

Strengthened Assurance

- Improved visibility of:
 - Patient safety risks
 - Care quality issues
 - Workforce sustainability challenges
- Enhanced triangulation across quality, workforce, performance and finance

Earlier Identification and Escalation of Risk

- Routine consideration of:
 - Audit findings
 - Incident investigation KPIs
 - Workforce indicators
- Supports more proactive leadership and earlier escalation to IJB and committees

Cultural Shift

- Embeds:
 - A learning culture
 - Openness and transparency
 - Leadership focus on safety and staff wellbeing

4. Conclusions

- 4.1 The Committee is asked to note that:
- HSCLT has implemented a clear and structured shift in orientation, evidenced through agenda redesign
 - Quality and safety are now central to leadership discussions
 - Staff outcomes are explicitly embedded as a core domain
 - Finance, governance and service performance continue to be considered in a balanced and integrated way

5. Resource Implications

- 5.1 There are minimal resource implications. This would generate some extra work in preparing the papers for the IJB Audit, Risk and Governance Committee should the committee decide additional information is required as a result of this paper.

6. Impact on Integration Joint Board Outcomes, Priorities and Policy

- 6.1 No specific impact on IJB Outcomes, Priorities and Policy. The change in HSCLT agenda provides a re-orientation where quality and safety are at the forefront of the agenda but does not remove the scrutiny of finance, governance, performance and risk.

7. Legal and Risk Implications

7.1 There are no legal or risk implications

8. Consultation

8.1 The changes to HSCLT have been discussed with the team as part of the development of the new focus on quality and safety and changes to terms of reference

9. Equality Impact Assessment

9.1 EQIA not required as no impact on services or people who use the service.

10. Consumer Duty

10.1 An impact assessment has not been completed as this re-orientation of the HSCLT meeting will not have any material impact on any people who utilise services across the HSCP

11. Glossary

EQIA	Equalities Impact Assessment
IJB	Integration Joint Board