

**Minute of Meeting of the  
East Renfrewshire Integration Joint Board  
Performance and Audit Committee  
held at 9.00am on 27 November 2019 in  
the Eastwood Health and Care Centre, Drumby Crescent,  
Clarkston**

**PRESENT**

Councillor Caroline Bamforth, East Renfrewshire Council (Chair)

Councillor Barbara Grant	East Renfrewshire Council co-opted Member
Anne Marie Kennedy	Non-voting IJB member
Heather Molloy	Local Integration Lead, Independent Sector (substitute for Janice Cameron)
Councillor Paul O’Kane	East Renfrewshire Council
Dr Ian Ritchie	NHS Greater Glasgow and Clyde Board (substitute for Anne-Marie Monaghan)

**IN ATTENDANCE**

Lesley Bairden	Head of Finance and Resources (Chief Financial Officer)
Michelle Blair	Chief Auditor, East Renfrewshire Council
Eamonn Daly	Democratic Services Manager (East Renfrewshire Council)
Belinda McEwan	Senior Manager, Children and Families (Intensive Services) and Criminal Justice
Stuart McMinigal	Business Manager, Finance and Resources
Candy Millard	Head of Adult Health and Social Care Localities
Ross Mitchell	Senior Auditor, East Renfrewshire Council
Steven Reid	Policy, Planning and Performance Manager

**ALSO IN ATTENDANCE**

Aimee MacDonald	Audit Scotland
Stephen Shaw	Audit Scotland

**APOLOGIES**

Janice Cameron	Integration Lead, Independent Sector
John Matthews	NHS Greater Glasgow and Clyde Board
Anne-Marie Monaghan	NHS Greater Glasgow and Clyde Board

**DECLARATIONS OF INTEREST**

1. There were no declarations of interest intimated.

**MINUTE OF PREVIOUS MEETING**

2. The committee considered and approved the Minute of the meeting of 25 September 2019.

**MATTERS ARISING**

3. The committee noted a report by the Chief Officer providing an update on progress regarding matters arising from the discussions that took place at the meeting of 25 September 2019.

Having heard the Head of Finance and Resources comment further, the committee noted the report.

**MID-YEAR PERFORMANCE REPORT – 2019/20**

4. The committee considered a report by the Chief Officer providing an update on progress against the strategic performance measures developed to monitor progress in the delivery of the strategic priorities set out in the Strategic Plan 2018-21, during the period 1 April to 30 September 2019.

The Policy, Planning and Performance Manager commented further, both in respect of areas where there had been strong performance, and on areas where there were still remaining challenges.

In response to comments from Dr Ritchie on the good performance in relation to delayed discharge, the Chief Officer explained that one of the key tools used was a dashboard that had been developed locally. This enabled East Renfrewshire residents in hospital to be identified and allowed arrangements for discharge to start at an early stage in a person's stay in hospital. In addition, she confirmed that there was a good supply of care homes in the area. This also helped with the outflow of people from hospital. However, she explained that due to the ongoing issues with the Care at Home service, getting people back into their own homes immediately would be a challenge. Staff were working to identify people in hospital who would be prepared to go into residential accommodation on a temporary basis until personal care packages for their own homes were ready.

In addition, the Head of Adult Health and Social Care Localities commented on some of the ongoing work in relation to the promotion of guardianship and power of attorney.

Councillor Bamforth having commented on the recent success of the Home from Hospital team in the recent NHSGGC awards, and the Chief Officer highlight that for a number of weeks in the recent past there had been no delayed discharges for East Renfrewshire, the committee noted the report.

**AUDIT ACTIONS UPDATE**

5. Under reference to the Minute of the meeting of 20 March 2019 (Item 11 refers), when the committee had noted a report by the Chief Officer providing an update in respect of audit action plans prepared in relation 3 audits; the audit of the CareFirst Finance system; the audit of IJB governance arrangements; and the action plan in relation to the Audit Scotland annual report and accounts, the committee considered a report by the Chief Officer providing a further update. Copies of the 3 action plans containing details of progress in delivering the agreed actions accompanied the report.

Commenting on each of the open actions in the action plans in turn, the Head of Finance and Resources firstly explained that in respect of the CareFirst system actions, whilst a review team had been established, it had been necessary to reprioritise workloads within Adult Services, and processes for undertaking reviews of service agreements were being reviewed. She also provided information on the work required following the changes to the Council's new ledger system, it being noted that to date around 2500 invoices with a value of £5.6 million had been processed.

Having commented further on some of the other open actions in the action plan, the Head of Finance and Resources explained that in respect of the open action in the IJB Governance audit action plan, whilst a workforce development plan was in place for the current year, development of the 2020-23 plan had been delayed as anticipated guidance from the Scottish Government had not yet been received.

In relation to the Audit Scotland report actions, the Head of Finance and Resources explained that in order to meet savings targets it may be necessary to prioritise care packages. This would become clearer once the budget settlement figures from the Scottish Government became available.

In response to Councillor Grant who questioned the availability of the most recent report by the Care Inspectorate into the Care at Home Service, it was clarified that copies of the report were available from the Care Inspectorate website and had also been circulated to all members of the IJB. It was further explained that the article in a recent issue of the Barrhead News related to the Commission's first report on the service produced in February 2019. The Chief Social Work Officer had referred to this report in her recent annual report.

In addition, the Chief Officer acknowledged that whilst the most recent report was still critical of the service it did recognise that improvements were being delivered, although the pace of improvement was not as fast as had been sought.

In response to questions from Dr Ritchie on the potential need to prioritise care packages in future, the Head of Finance and Resources explained that a number of the current packages were of a lower level preventative nature. If review was required it would be these types of package that were most likely to be adversely affected. However it was recognised that this increased the potential for longer term pressures on other parts of the service. In addition, the Chief Officer emphasised that this was not a course of action that officers were keen to pursue and explained that due to the savings targets that had been delivered historically, there were limited opportunities to make savings in other service areas.

The committee noted the report.

**REVIEW OF IJB RISK MANAGEMENT POLICY AND STRATEGY**

6. The committee considered a report by the Chief Officer providing an update of the review of the IJB Risk Management Policy and Strategy approved by the IJB in August 2016, and seeking the committee's endorsement for a number of amendments.

Having provided details of the review process, the report set out details of feedback received and details of proposed amendments where these had been considered appropriate.

The Business Manager, Finance and Resources was heard further on the report and in response to questions from the Senior Auditor.

The committee having noted that this would be the last meeting attended by the Business Manager as he was moving to another role within the Council, and having wished him well in his future position:-

- (a) noted the report;
- (b) endorsed the draft IJB Strategic Risk Register and the amendments to the Risk Management Policy and Strategy; and
- (c) agreed that these be remitted to the IJB for approval.

**IJB STRATEGIC RISK REGISTER UPDATE**

7. The committee considered a report by the Chief Officer providing an update on the Integration Joint Board Strategic Risk Register.

Having set out the risk matrix used to calculate risk scores, the report then provided further details in respect of those areas considered high risks, these being supported by additional information provided by the Head of Finance and Resources.

The report explained that no risks had been removed from the register since the last update. 6 risks had been updated, with a summary of the changes being provided. 2 risks remained high post-mitigation. These related to financial sustainability and to the Scottish Government's Inquiry into Historical Sexual Abuse.

The Head of Finance and Resources having provided an update in respect of each of the risks listed, the Senior Manager, Children and Families (Intensive Services) and Criminal Justice provided contextual information in relation to the Inquiry into Historical Sexual Abuse and to the operational implications for the service of reviewing all relevant case files and providing the information sought. She explained that the deadline for responses was 27 January 2020. However, the Chief Social Work Officer had written to the Inquiry and had obtained a part extension of the deadline until April 2020 for some of the information to be provided.

The significant changes in inspection and regulation standards during the period covered by the Inquiry was highlighted, it being noted that the review needed to take account of the standards in force at the time. Notwithstanding this, it was reported that it was likely that the case file review would uncover some information that would be pertinent to the Inquiry.

Thereafter, in response to questions from Councillor Grant on the proposed redesign of the Care at Home Service, the Chief Officer explained the background to the decision to move forward with a service redesign, and how the process would be managed and delivered.

She also referred to the support being provided by the Care Inspectorate and to similar redesign exercises taking place in other areas. Visits had been made to these areas in order to identify areas of learning and best practice.

Discussion also took place in particular on the profile of staff in the service and details of efforts to recruit younger people and to make care at home a more attractive career option were outlined.

The committee noted the report.

**DATE OF NEXT MEETING**

**8.** It was reported that the next meeting of the committee would take place on Wednesday 18 March 2020 at 9.00 am in the Eastwood Health and Care Centre, Clarkston.

CHAIR

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