

**Minute of virtual meeting of the  
East Renfrewshire Integration Joint Board  
held at 10.30 am on 23 September 2020**

**PRESENT**

Councillor Caroline Bamforth	East Renfrewshire Council (Chair)
Lesley Bairden	Head of Finance and Resources (Chief Financial Officer)
Councillor Tony Buchanan	East Renfrewshire Council
Dr Angela Campbell	Consultant Physician in Medicine for the Elderly
Dr Claire Fisher	Clinical Director
Jacqueline Forbes	NHS Greater Glasgow and Clyde Board
Anne Marie Kennedy	Third Sector representative
Heather Molloy	Scottish Care representative
Dr Deirdre McCormick	Chief Nurse
Geoff Mohamed	Carers' representative
Anne-Marie Monaghan	NHS Greater Glasgow and Clyde Board (Vice-Chair)
Julie Murray	Chief Officer – IJB
Councillor Paul O'Kane	East Renfrewshire Council
Kate Rocks	Head of Public Protection and Children's Services (Chief Social Work Officer)

**IN ATTENDANCE**

Tracy Butler	Lead Planner (Recovery Services)
John Cornett	Audit Scotland
Eamonn Daly	Democratic Services Manager, East Renfrewshire Council
Aimee MacDonald	Audit Scotland
Lee McLaughlin	Head of Recovery and Intensive Services
Candy Millard	Head of Adult Health and Social Care Localities
Steven Reid	Policy, Planning and Performance Manager

**APOLOGIES FOR ABSENCE**

Amina Khan	NHS Greater Glasgow and Clyde Board
Andrew McCready	Staff Side representative (NHS)
Ian Smith	Staff Side representative (ERC)
Councillor Jim Swift	East Renfrewshire Council
Flavia Tudoreanu	NHS Greater Glasgow and Clyde Board

**DECLARATIONS OF INTEREST**

1. There were no declarations of interest intimated.

**MINUTES OF PREVIOUS MEETINGS**

2. The Board considered and approved the Minute of the meeting held on 12 August 2020.

**MATTERS ARISING**

3. The Board considered and noted a report by the Chief Officer providing an update on matters arising from discussions that had taken place at the previous meeting.

**ROLLING ACTION LOG**

4. The Board considered a report by the Chief Officer providing details of all open actions, and those that had been completed or removed since the last meeting.

The Chief Officer reported on discussions at the meeting of the Performance and Audit Committee that had taken place prior to this meeting regarding the impact of the Family Wellbeing Service on access to the CAMHS service and that a detailed report would be brought forward.

The Board noted the report.

**AUDITED ANNUAL REPORT AND ACCOUNTS**

5. Under reference to the Minute of the meeting of the Performance and Audit Committee held prior to the meeting of the Board, the Board considered a report by the Chief Financial Officer seeking approval for the final annual report and accounts for the IJB for the period 1 April 2019 to 31 March 2020, following the external audit of the accounts. A copy of the annual report and accounts accompanied the report.

The report referred to the establishment of IJBs and the requirements, in accordance with Section 106 of the Local Government (Scotland) Act 1973, for annual accounts to be prepared in compliance with the Code of Practice on Accounting for Local Authorities in the United Kingdom, and also to additional guidance produced by the Local Authority (Scotland) Accounts Advisory Committee.

Thereafter, the report explained that the annual report and accounts had been prepared in accordance with the relevant legislation and guidance, and set out the key messages from Audit Scotland. These included that the annual accounts were unqualified, met legislative requirements, had no significant issues and confirmed sound financial governance. The impact of the COVID-19 pandemic on the preparation of the annual report and accounts was also highlighted as was the fact that appropriate governance arrangements to support scrutiny of the Board's decisions were considered to be in place.

The report also referred to the 2 recommendations made by Audit Scotland and summarised the response and associated timescale for action in respect of each, with progress on both to be reported to the Performance and Audit Committee.

Ms Monaghan, Chair of the Performance and Audit Committee, reported that the accounts, along with the external auditor's report, had been discussed at length at the committee, and that it had been agreed to remit the report and accounts to the Board with a recommendation that they be approved. She also expressed thanks to the Chief Financial Officer and her team for preparing the accounts as well as thanking both internal and external audit for their contributions.

The Chief Financial Officer having been heard further, and in particular thank her own colleagues and Audit Scotland for their support and assistance, Councillor Buchanan highlighted the fact that despite challenging financial circumstances the accounts were again unqualified, further highlighting that the comments made in relation to financial sustainability were not surprising.

Thereafter the Board:-

- (a) approved the audited annual report and accounts; and
- (b) authorised the Chair, Chief Officer and Chief Financial Officer to accept and sign the annual report and accounts on behalf of the IJB;

### **EAST RENFREWSHIRE HSCP ANNUAL PERFORMANCE REPORT 2019/20**

6. Under reference to the Minute of the meeting of the Performance and Audit Committee held prior to the meeting of the Board, the Board considered a report by the Chief Officer providing details of the performance of the HSCP over 2019/20.

Having referred to the legislation and guidance setting out the prescribed content of a performance report for an integration authority, and also having highlighted the delayed reporting timescales due to COVID-19, the report explained that this was the second year of the 2018/21 Strategic Plan and the fourth Annual Performance Report that had been prepared. It was noted that the report was a high level report principally structured around the priorities set out in the Strategic Plan.

The report explained that the Annual Report, a copy of which accompanied the report, set out how the HSCP had delivered on its vision and commitments over 2019/20, the report being structured around the priorities set out in the Strategic Plan and linked to the National Health and Wellbeing Outcomes as well as those for Criminal Justice and Children and Families. Each section in the Annual Report contained an overview of national performance indicators, community planning, Council and Health Board indicators, as well as giving an overview of work undertaken to deliver the strategic planning priorities with some additional data where relevant.

The main elements of the report set out the HSCP's current strategic approach; work to deliver the strategic priorities over the preceding 12 months; financial performance; and detailed performance information illustrating data trends against key performance indicators.

Additional sections on public protection; the hosted Specialist Learning Disability Service; and support for staff were also contained in the report.

The report highlighted significant progress across a number of areas. These included outcomes for children following support from the HSCP's parenting programmes; improving the balance of care for looked after children; helping older people and people with long-term conditions maintain independence at home; and supporting the needs of unpaid carers, amongst others.

However the report also highlighted a number of indicators where it was considered that performance could be improved and where there would be focus on improvement in 2020/21. These included improved children and young people accessing support through Child and Adolescent Mental Health Services (CAMHS), completion of unpaid work placement (Community Payback Orders) within court timescales; increasing the number of people self-directing care through receipt of direct payments and other forms of self-directed support; and reducing the number of A&E attendances and admissions.

It was noted that the Performance and Audit Committee that had taken place prior to the meeting had considered and noted the report.

The Policy, Planning and Performance Manager was heard in further explanation of the report in the course of which he summarised the main improvement areas as well commenting on those areas where further improvement was needed. In addition he also confirmed that the report was published in such a way as to maximise public accessibility.

Responding to a question from Ms Forbes on the disproportionately high use of mental health beds by young people, the Chief Social Work Officer explained that there were high numbers of young people suffering from eating disorders in East Renfrewshire. She also commented on some of the other work being carried out which was successful in keeping young people with mental health issues out of hospital as well as referring to increased instances of emotional distress and self-harm associated with the COVID-19 pandemic.

The Chief Officer reminded the Board that the period covered by the annual report related to the period prior to the start of the pandemic. Some of the services referred to in the report had been either reduced or suspended during the pandemic and so it was important that this was reflected in any public messages. Notwithstanding, Councillor Bamforth suggested some publicity around some of the innovative work that had taken place during the pandemic should be considered.

The Board:-

- (a) approved the report;
- (b) agreed that the report be submitted to the Scottish Government by the revised deadline of 30 September 2020; and
- (c) agreed that the Policy, Planning and Performance Team work with the Council's Communications Team, to consider a range of media to engage with the public, illustrate performance, and publish the Performance Report on the website and through social media.

## **CLINICAL AND CARE GOVERNANCE ANNUAL REPORT**

7. The Board took up consideration of a report by the Clinical Director submitting the HSCP's Annual Clinical and Care Governance Report for 2019-20. A copy of the Annual Report was appended to the report.

It was explained that the report reflected the clinical and care governance arrangements of the HSCP and progress made in improving the quality of clinical care. It was structured around the three main domains set out in the National Quality Strategy: Safe, Effective and Person-Centred Care.

The report concluded by explaining that a clinical and care governance workplan would be developed, overseen by the Clinical Director with the ongoing response to COVID-19 remaining the principal consideration for 2020-21.

The Clinical Director was heard at length in the course of which the key points of the report were summarised. In particular, reference was made to the successful Vaccination Transformation Programme, the recruitment of 2 Advance Practice Physiotherapists, the development of the Medication Support Service, and the Living and Dying Well with Frailty Collaborative, amongst others.

In concluding she explained she had taken up her post as Clinical Director just at the outset of the pandemic and as such her role had been markedly different from her predecessors. This was supported by the Chief Officer who paid tribute to Dr Fisher and to the approach she had taken in working with staff to tackle the pandemic.

In response to questions, Dr Fisher confirmed that all East Renfrewshire residents would be able to obtain the flu vaccine locally. In addition in response to questions from Ms Monaghan on the Specialist Learning Disability Inpatient Service, the Chief Officer recognised that the comments in the report were more about the process than the provision of information about the service and that more reflection on how this would be more accurately reflected in future was needed. Dr Fisher also responded to questions from Ms Molloy on the Living and Dying Well with Frailty Collaborative indicating that it was hoped to restart in the next few months some of the work that had been suspended.

Having heard the Chief Financial Officer confirm that work on the Specialist Learning Disability Inpatient units was expected to restart soon the Board noted the report.

### **CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2019-20**

8. The Board considered a report by the Chief Social Work Officer providing details of her Annual Report for 2019-20. A copy of the Annual Report was appended to the report.

The Annual Report provided an overview of the professional activity for social work within East Renfrewshire for 2019-20 through the delivery of statutory functions and responsibilities held by the Chief Social Work Officer. The impact of COVID-19 on the production of the annual report was highlighted and it was explained that the report provided a narrative of social work and social care activity across 5 broad headings, these being Governance and Accountability arrangements; Service Quality and Performance; Resources; Workforce; and COVID-19.

A number of areas of strong performance and success were highlighted including the enhancement of the Family Wellbeing Service; reductions in the number of children and young people looked after away from home; enhanced levels of participation and engagement by looked after children and young people; and in adult social work and social care continued high numbers of adults reporting that their outcomes were met.

The report also highlighted a continuing number of significant challenges and risks facing social work and social care in East Renfrewshire. These included dealing with rising incidences of domestic abuse; implementation of learning from the Care Review in all aspects of work with looked after children and young people; increasing expectations and demands from the public and stakeholders, the impact of COVID-19; and the management of increased service demand at a time of diminishing resources and workforce capacity. It was noted that there would be a changing landscape for health and social care services in future as a consequence of COVID-19, and social care would be required to adapt to ensure the recovery, rising demand and renewal associated with protecting and caring for our most vulnerable citizens and all those who were at risk in our communities was supported.

The Chief Social Work Officer was heard in detail on the report, referring to the strong performance of the service over the year, including the continued use and development of Self-Directed Support.

She explained that in looking forward she was keen to review the impact of COVID-19 on the physical and mental wellbeing of young people.

She highlighted the improved relationships with the education service and the improved processes for recruiting local foster carers to enable young people to stay locally.

Information about the impact of the pandemic on adult services was also provided it being noted that 801 individuals had accessed services either for the first time or at an enhanced level during lockdown with overall an increased level of service being delivered.

Having commented on some of the other service successes such as the Operation Hub and the Contact Team, the Chief Social Work Officer invited the Board to join with her in recognising the contribution of the workforce.

Welcoming the positive report Ms Monaghan noted that whilst the report recorded a high number of initiatives in Children's Services, there appeared to be fewer in respect of Adult Services, questioning if this was the case. In support of this Ms Forbes highlighted the impact of the pandemic on adults, such as increased isolation being experienced by elderly people or increases in domestic/alcohol abuse and questioned whether the resources were available to deal with this.

Also welcoming the report Ms Molloy reminded the Board of the impact on the mental health of care home and homecare staff of dealing with the pandemic, referring to the high numbers of care home managers who had left their posts.

Councillor Buchanan welcomed the report emphasising that the good working relationships already in place pre-pandemic had meant that the HSCP and council were in a good position to respond. He referred to many of the innovative work practices introduced during the pandemic and thanked the Chief Social Work Officer and her staff for all their efforts.

In response to the questions and comments made the Chief Officer confirmed the strong relationships in place between the HSCP and the private care home providers and acknowledged the strain under which staff were operating.

In terms of the balance of the report between Children's and Adult Services, she explained that it was a report in which the Chief Social Work Officer was required to focus on statutory issues. However how to incorporate further information in future reports could be reviewed. Finally in terms of the adequacy of provision to deal with any increases in demand, the Chief Officer acknowledged that the current and anticipated future financial climate meant this would be challenging.

Thereafter the Board:-

- (a) recognised and paid tribute to the workforce for their efforts;
- (b) noted the Chief Social Work Officer's Annual Report; and
- (c) agreed that it be submitted to the Council.

### **EAST RENFREWSHIRE ALCOHOL AND DRUGS PLAN 2020-23**

9. The Board considered a report by the Chief Officer providing an overview of the work carried out to prepare a new East Renfrewshire Alcohol and Drugs Plan for the period 2020-23 and seeking approval of the plan. A copy of the Strategic Summary of the plan setting out the strategic context for alcohol and drugs in 2020, priority actions and arrangements for governance and reporting, accompanied the report, it being explained that a separate, more detailed delivery plan had been developed and the Alcohol and Drugs Partnership would drive progress on this.

Having referred to the Scottish Government's priority of reducing the harm from alcohol and drugs with recently launched public health priorities planning work to reduce alcohol and

drugs-related harms at the forefront of national wellbeing, the report explained that Alcohol and Drugs Partnerships (ADPs) were embedded in local community planning arrangements. As part of their role ADPs were required to produce local alcohol and drugs plans. The development of these local plans was supported by 2 Scottish Government strategic frameworks, published in 2018. The first of these the *Alcohol Framework*, set out national prevention aims around alcohol and tackling associated health inequalities, whilst *Rights, Respect and Recovery* introduced new ministerial priorities and associated outcomes for reducing alcohol and drug-related harm and supporting individuals, families and communities.

It having been explained that the development of the plan had been overseen by the East Renfrewshire ADP, the report referred to the significant impact of the COVID-19 pandemic, not only on individuals with harmful alcohol and drug use behaviours but also on the way in which the plan had been developed and the way in which many of the actions in the plan had been shaped.

It was further explained that the range of actions in the plan presented a whole systems approach to reducing alcohol and drug-related harm with the promotion of informed choices on alcohol and drugs being a key part of the prevention and early intervention approach. Furthermore, recovery oriented and person centred services influenced by people with lived experience aimed to ensure that individuals felt included, supported and respected. This was also supplemented by a focus on strengthening the recovery community which would empower individuals whilst building strong links between services would ensure the needs of carers, families and children were met.

The Lead Planner was heard further on the report explaining how the plan had been influenced by COVID-19 and thanking partners for their contributions. She also clarified that unfortunately due to COVID-19 it had not been possible to involve people with lived experience in the preparation of the plan.

Councillor Bamforth welcomed that fewer young people were being referred for treatment for alcohol abuse but expressed disappointment at the young ages of many of those who had drunk alcohol. In reply the Lead Planner explained that the survey results indicated more early experimentation with alcohol suggesting that a targeted preventative approach was needed. Further local work to develop this would take place.

Ms Monaghan expressed disappointment in the lack of involvement of people with lived experience in the development of the plan. In response both the Lead Planner and Chief Officer explained why this had not been possible. In particular the Chief Officer explained that the timescales for the preparation of the plan had been driven by the Scottish Government. This had resulted in there being little opportunity for the involvement of this group of people. She explained that moving forward it was proposed to alter the membership of the Alcohol and Drugs Partnership to make sure that people with lived experience were represented. She also confirmed that the plan would be the subject of ongoing engagement and would be changed if this was considered necessary. She also suggested that a progress report on the implementation of the plan be brought back to a future meeting.

Having noted Ms Monaghan's disappointment at the lack of involvement of people with lived experience in the development of the plan and the reasons for this, and having heard the Chief Officer give assurances around future engagement and the ability for the plan to be amended if needed, the Board approved the Alcohol and Drugs Plan 2020-23 for publication online and sharing with the Scottish Government.

**CHARGING FOR SERVICES 2021-22**

**10.** The Board considered a report by the Chief Officer, to be considered by the East Renfrewshire Council Cabinet, seeking the Board's endorsement for proposed charges for services provided by the HSCP for 2021-22.

Having explained that authority for setting charges for social care had not been delegated to the Board and still lay with the Council, the report provided details of current charges, and outlined the proposed charges for 2021-22.

The Board:-

- (a) noted the update;
- (b) endorsed the proposed increases as outlined in the report; and
- (c) agreed to remit the proposals to the East Renfrewshire Council Cabinet for consideration.

**REVENUE BUDGET MONITORING REPORT**

**11.** Under reference to the Minute of the previous meeting (Item 9 refers) the Board considered a report by the Chief Financial Officer providing details of the projected outturn position of the 2020-21 revenue budget as at 31 July 2020.

As in previous updates the report explained that HSCP costs related to COVID-19 activity were reported to the Scottish Government via NHS Greater Glasgow and Clyde, as health boards were the leads on this reporting. Detailed estimated and actual costs across a number of categories were provided including; staffing additional hours and absence cover for both the HSCP and partner providers, sustainability of partner providers, PPE (personal protective equipment) and other equipment, unachievable savings and prescribing impacts.

It was noted that costs included in the 2020-21 revenue budget remained at c£9 million and were reviewed monthly. These costs would change as there was a move from high level assumptions to more refined estimates as activity became clearer, and through to actual costs incurred. Financial impacts and implications would be reported to the IJB throughout the year. The current estimated costs were included in the overall financial position with the bottom line being a nil impact as the current planning assumption was that all costs would be fully funded by the Scottish Government. The sustainability costs supporting the social care market were supported nationally by an agreed set of principles. Clearly there was a risk should there be any change from all costs being funded in full.

It was further noted that the HSCP share of the £50 million allocated by the Scottish Government was £0.886 million with a further £0.157 million allocated to contribute to the costs of fair work practices. Of the further £50 million allocation announced by the Scottish Government on 3 August, a further allocation of £0.443 million based on NRAC/GAE share and £0.2 million based on cash flow had been received.

Thereafter it was reported that against a full year budget of £126.5 million there was a projected overspend of £0.238 million (0.19%), this figure being unchanged from the previous monitoring considered by the Board at the August meeting.

The report explained that work to achieve savings delivery had recommenced with the reinstatement of the Change Programme timetable and work underway to support the



redesign of overnight support and the establishment of a working group to review the individual budget calculator, both of which were key to delivering current year savings.

Comment was then made on the main projected variances, it being noted that these would be subject to change as the year progressed.

It was clarified that the overspend would be funded from the budget savings reserve as required, this being subject to all COVID-19 costs being fully funded, and explained that discussions regarding the presentation of COVID-19 costs versus income expected were ongoing which may lead to a revision of the format of the next report to the Board.

Commenting further the Chief Financial Officer explained it was now increasingly unlikely that all COVID-related costs would be reimbursed.

Sharing the concerns regarding COVID-related expenditure Ms Forbes sought clarification of the overspend/underspend disparity between the Eastwood and Barrhead locality areas. In reply the Chief Financial Officer highlighted the differences in the size of the 2 locality areas and that the position was only a snapshot of where client commitment costs sat at 31 July. This would be subject to ongoing monitoring.

Ms Monaghan referred to discussions at the Performance and Audit Committee about Audit Scotland's recommendations to restore reserves and questioned whether or not this was achievable in light of the current financial situation. In reply the Chief Financial Officer explained that when the IJB had agreed 5 years previously to aim for free reserves of £1 million it had been recognised that achieving this could take some time depending on prevailing circumstances. There was always a tension between spending money to deliver services and trying to establish appropriate levels of reserves. Whilst recognising the Audit Scotland recommendation the Chief Financial Officer indicated that she was not able to recommend to the Board that it make savings to increase the reserve whilst struggling to deliver front line services. She clarified that this was a national issue and would require action on the part of the government.

Responding to comments from Ms Molloy on the sustainability of the independent sector and the impact of changes to care packages both the Chief Financial Officer and Chief Officer explained that the HSCP followed COSLA's agreed principles and that the potential impact on service delivery of changes to care packages had been signalled for the previous 3 years. The impact of care packages would be driven by the level of settlement received from the Scottish Government which was not yet known.

Mr Cornett was also heard on the question of level of reserves. He referred to the comments made at the Performance and Audit Committee and acknowledged that delivering the recommendation would require difficult decisions to be taken. Key to the process was that the Board's decisions were evidence based and well informed.

The Board noted the report.

## **FAMILY WELLBEING SERVICE – SUCCESS CRITERIA 1 - ADDITIONAL GP DATA**

**12.** Under reference to the Minute of the previous meeting (Item 6 refers) when it was noted that a supplementary report containing further data gathered from GPs would be presented to a future meeting, the Board considered a report by the Chief Officer providing an overview of the data that had been gathered to date in relation to the reduction in the number of repeat presentations to GPs for young people referred to the Family Wellbeing Service with emotional distress.

The Board noted the report.

**EAST RENFREWSHIRE HSCP RECOVERY UPDATE**

**13.** Under reference to the Minute of the previous meeting (Item 8 refers), the Board considered a report by the Chief Officer providing a summary of service activity and an update on the eight thematic workstreams which supported the HSCP's operational recovery plan put in place following the emergency phase of the COVID-19 pandemic. It was noted that the information presented was as at 3 September 2020.

The Board noted the report.

**VALEDICTORY – COUNCILLOR PAUL O’KANE**

**14.** Councillor Bamforth reported that due to work commitments leading to potential conflicts of interest, unfortunately Councillor O’Kane had tendered his resignation from the Board and the Performance and Audit Committee. A replacement would be considered by the Council in due course.

On behalf of the Board Councillor Bamforth thanked Councillor O’Kane for his contribution during his time as a Board member.

Councillor O’Kane thanked Councillor Bamforth for her comments and paid tribute to the other members of the Board and to staff in the HSCP for all their work.

**DATE OF NEXT MEETING.**

**15.** It was noted that the next meeting of the Integration Joint Board would be held on Wednesday 25 November 2020 at 10.30 am.

CHAIR