

**Minute of virtual meeting of the
East Renfrewshire Integration Joint Board
Performance and Audit Committee
held at 9.00am on 16 March 2022**

PRESENT

Anne-Marie Monaghan, NHS Greater Glasgow and Clyde Board (Chair)

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| Councillor Caroline Bamforth | East Renfrewshire Council |
| Provost Jim Fletcher | East Renfrewshire Council |
| Jacqueline Forbes | NHS Greater Glasgow and Clyde Board |
| Anne Marie Kennedy | Non-voting IJB member |

IN ATTENDANCE

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| Liona Allison | Assistant Committee Services Officer (East Renfrewshire Council) |
| 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) |
| Ian McLean | Accountancy Manager |
| Julie Murray | Chief Officer – IJB |
| Margaret Phelps | Strategic Planning, Performance and Commissioning Manager |
| Steven Reid | Policy, Planning and Performance Manager |
| Stephen Shaw | Audit Scotland |

APOLOGIES FOR ABSENCE

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| Councillor Barbara Grant | East Renfrewshire Council co-opted Member |
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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 24 November 2021.

MATTERS ARISING

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

Referring to the open action in relation to discussions with Council staff in respect of support cost recharges, the Chief Officer explained these discussions had not yet taken place as the Council had not produced a mid-year review as in previous years.

In addition, she reported that reviewing the format of performance reporting was ongoing.

Ms Monaghan and Ms Forbes both referred to the delay in the internal audit verification process, expressing concern at this, and questioned whether it should be considered for addition to the risk register in terms of any exposure the IJB may suffer as a result of audits not being verified. They also queried if any review of support cost recharges occurred, to reflect that work as originally agreed had not taken place.

Responding to the comments in relation to support cost recharges, the Chief Officer explained the changed funding arrangements in that the IJB now received a flat cash settlement to pay for these services. Consequently, there was a need for a review of the whole recharge process. The need was strengthened further by the proposals for the introduction of a National Care Service. Initial discussions had taken place with the Council's Chief Executive around this matter, who agreed that a review was necessary.

The Chief Financial Officer then gave an explanation of the current model in use and the number of services involved. She clarified that it was only in respect of the Council that the funding was delegated into the IJB budget with the relevant NHS support services provided on behalf of the IJB. This arrangement with the Council was understood to be unique in Scotland.

She clarified that an allocation methodology, not a service level agreement arrangement was used, with Council support services estimating what proportion of their activities related to the HSCP/IJB. Without the Council having a mid-year review of support cost recharges it meant that there was higher uncertainty around what the end-year allocation of support costs by the Council would be. She suggested that there was work that could be done which would improve the amount of information provided to enable planned activity against real time activity to be more accurately shown during the year. She highlighted that in many cases, due to the size of the teams providing support services, costs were fixed and would be there regardless of the level of activity. She also referred to other areas where recharges had increased and explained the reasons for this.

Ms Monaghan having suggested that the issue be added to the Rolling Action Log and that the IJB would be best served by the topic being the subject of a development session to ensure members had a better understanding of the issue, Ms Forbes questioned whether the issue of support service recharges should be covered by Direction, and that in the event the Council was looking to recover more than the agreed amount they needed to approach the IJB to have the Direction varied.

Responding to the comments made, the Chief Financial Officer intimated that subject to budget approval by the IJB, reference could be made in the Direction letter to concerns around support costs. To reassure the committee, she explained that discussions around the level of support cost recharges in the 2022/23 budget had been very robust.

The Chief Auditor then summarised some of the challenges that had faced the audit service in the preceding year, particularly in relation to staffing levels and long-term sickness absence. She clarified that the charges for audit services provided were normally based on actual time spent on any work being carried out.

Having heard Ms Monaghan on the importance of the Board having a better understanding of recharge arrangements, the committee:-

- (a) noted the report;
- (b) agreed that a development session on support cost recharges be arranged for a future seminar; and
- (c) agreed that the question of support cost recharges be added to the Rolling Action Log.

EAST RENFREWSHIRE HSCP STRATEGIC PLAN 2022-25

5. The committee considered a report by the Chief Officer, presenting for consideration the HSCP Strategic Plan for the period 2022-25. A copy of the Plan accompanied the report.

The report set out the statutory basis for the review of the plan at least every 3 years, reminding the committee that in November 2020 it had been agreed that the HSCP would prepare a one-year “bridging plan” for 2021-22, reflecting priorities during recovery from the COVID-19 pandemic. It had also been agreed that during 2021-22, a more comprehensive strategic needs assessment and full programme of community and stakeholder engagement would be undertaken to support the establishment of a full three-year strategic plan for the period 2022-25, to be published by 1 April 2022. This work was now complete and represented in the content of the Strategic Plan.

The report provided details of some of the engagement work that had taken place in preparing the Plan and set out the next steps following consideration by the committee and the IJB.

It was explained that the Plan illustrated how the HSCP would contribute to the priorities established in the East Renfrewshire Community Plan and Fairer East Ren. Under the strategic priorities, key activities and critical indicators that linked to the HSCP contribution to East Renfrewshire Council’s Outcome Delivery Plan were set out.

Overall, respondents to the consultation were positive about the inclusive approach to engagement with a majority of consultees being confident that the approaches described in the Plan would deliver on priorities and wider objectives for HSCP, whilst also recognising the challenges to be faced.

The report also highlighted some of the key changes made to the Plan as a result of the consultation, and that the headline planning priorities as listed built on those set out in previous strategic plans.

Further work in relation to helping to inform the next Local Housing Strategy, the production of an Equality Impact Assessment, and the inclusion of greater illustrations and visualisations in an easy read version of the Plan were also outlined.

The report concluded by emphasising the significant work that had been undertaken to develop the Strategic Plan for 2022-25 in consultation with stakeholders and East

Renfrewshire residents, despite the continuing challenges of the pandemic. The Plan represented a strong strategic footing for the partnership over the next three years as recovery and renewal continued following the COVID-19 pandemic. The key messages from the Plan would be communicated through innovative, user friendly methods including development of an easy-read document and interactive online version of the Plan. In the months ahead, a range of delivery plans would be put in place and thematic plans that supported the implementation of the strategy would be refreshed.

The Policy, Planning and Performance Manager having commented further on the Plan, Ms Forbes explained it had been challenging to establish what changes had been made to previous iterations of the Plan as the Plan was presented as a complete document not showing any revisions. She also commented on the issue of the committee meeting immediately prior to the meeting of the Board where the Plan was to be considered. She questioned what would happen in the event the committee had sought substantive changes and how these could not be presented properly to the Board under the current meeting arrangements.

In reply Ms Monaghan referred to the history of the meetings being held on the same day but that there may now be an opportunity for those arrangements to be revisited. She suggested that in the first instance the views of Members on the timing of the meetings be sought.

In relation to any comments made she reassured the committee that the Policy, Planning and Performance Manager would record them and present them to the IJB for consideration. Referring to the Plan, she welcomed the levels of engagement having taken place and the different engagement methods used, this having been an area of concern previously.

The committee:-

- (a) noted the report and Plan; and
- (b) agreed that Members be canvassed for their views on changing meeting arrangements.

PERFORMANCE REPORT 2021-22 - QUARTER 3

6. The committee considered a report by the Chief Officer providing an update on key performance measures relating to the delivery of the strategic priorities set out in the HSCP Interim Strategic Plan 2021-2022.

It was explained that the report included data for Quarter 3 (October to December 2021) and any earlier data for indicators from the Interim Strategic Plan that had not previously been reported to the committee. It provided charts for all measures, and presented each measure with a RAG (red, amber, green) status in relation to the target for the reporting period (where a target had been set), along with long-term and short-term trend arrows and commentary on performance. Many of the data trends continued to reflect the unique circumstances faced by services over the course of the COVID-19 pandemic. It also provided an update on the planned approach for reviewing performance reporting.

The report provided a summary of headline performance, which indicated that despite the continuing pressures exacerbated by the pandemic, there had been strong performance across service areas. Staff continued to work tirelessly during particularly challenging circumstances.

The Policy, Planning and Performance Manager was then heard on the report. He referred in particular to positive performance in children's services, increasing numbers of over 65s receiving their care at home; and provision of recovery treatments, amongst others.

Areas where performance improvement was still needed were also commented on, reference being made in particular to the waiting time target for psychological therapies, and staff absence targets, although an improvement on the NHS side in Quarter 3 was noted.

He further advised that work was ongoing to develop a new reporting format, and it was hoped to present proposals either to the next meeting or to a development session.

Full discussion then took place. Ms Monaghan reminded the committee that it had been 2 years since it had been agreed to review reporting arrangements and welcomed that it was now being taken forward. She suggested that as part of the review arrangements a small working group should be set up.

In reply the Chief Officer highlighted that the Quarter 3 data did show that steady progress was being made and that there was a plan of action in place which could be fed into any future discussions. In addition the Policy, Planning and Performance Manager explained that the Council was reviewing its performance management system and so this would be an opportune time to review arrangements to best deliver the committee's requirements.

Councillor Bamforth then commented on the report. Having referred to the fact that some of the data provided measured outputs rather than outcomes, she questioned the accuracy of the figure taken from the Public Health Scotland Infant Feeding Dashboard in relation to breastfeeding. In reply, the Policy, Planning and Performance Manager indicated he would seek clarification and notify members of the committee.

The committee:-

- (a) noted the report; and
- (b) agreed that a short life working group be set up to develop performance reporting arrangements.

AUDIT UPDATE

8. Under reference to the Minute of the previous meeting (Item 9 refers), the committee considered a report by the Chief Officer providing an update on new audit activity relating to the HSCP since last reported to the committee in November 2021, summarising all open audit recommendations and providing information on internal audit planned activity for the IJB and the HSCP. Accompanying the report were a series of appendices. These contained information regarding audit activity relating to the IJB and HSCP; and information on recommendations from previous audits. Summary information in relation to the appendices was contained in the report

Referring to the number of open actions awaiting verification by internal audit, the Head of Finance and Resources (Chief Financial Officer) confirmed that she intended to meet with the Chief Auditor before the end of the month to agree which actions were now confirmed as closed off. Subject to confirmation, it was now considered that there were 12 open actions across 5 different audits.

She referred to the capacity issues from the current year and explained that postponed audits would be factored into the workplan for 2022/23.

Commenting on the report the Chief Auditor explained that in relation to IJB specific actions there was only one that needed to be discussed further with the Chief Financial Officer before a formal response was issued.

She also reassured the committee that audit work which impacted on the HSCP, albeit that they were Council audits, had been taking place throughout the year. These would be reflected in the assurance statement at the end of the year.

Ms Forbes welcomed the planned action, highlighted that the work of both the Council and the health board did have implications for the IJB so it was important to have a comprehensive overview of audit activity.

The committee noted the report.

IJB STRATEGIC RISK REGISTER UPDATE

9. Under reference to the Minute of the previous meeting (Item 10 refers), the committee considered a report by the Chief Officer providing an update on the Integration Joint Board Strategic Risk Register. A copy of the risk register accompanied the report.

Having set out the risk matrix used to calculate risk scores, the report then referred to the meeting of the committee on 24 November 2021 and explained that since then risk control measures in place had been condensed and updated to include any proposed mitigation which has been completed; no new risks had been added; no existing risks had been removed, and 3 risk scores had been reduced. These related to Death or significant harm to vulnerable individual; Scottish Child abuse Inquiry; and Increase in frail older population. In each case the risk level had been reduced from 12 (high) to 9 (medium) with the reasons for this outlined.

Having heard the Chief Financial Officer highlight that this left only one red risk post mitigation – Financial Sustainability, the committee noted the report.

DATE OF NEXT MEETING

10. It was reported that the next meeting of the committee would take place on Wednesday 22 June 2022 at 9.00am.

CHAIR