

**Minute of virtual meeting of the
East Renfrewshire Integration Joint Board
held at 2.30pm on 27 September 2023**

PRESENT

Anne-Marie Monaghan	NHS Greater Glasgow and Clyde Board (Chair)
Mehvish Ashraf Lesley Bairden	NHS Greater Glasgow and Clyde Board Head of Finance and Resources (Chief Financial Officer)
Councillor Paul Edlin	East Renfrewshire Council
Dr Claire Fisher	Clinical Director
Julie Fitzpatrick	Interim Chief Nurse
Jacqueline Forbes	NHS Greater Glasgow and Clyde Board
Dianne Foy	NHS Greater Glasgow and Clyde Board
Anne Marie Kennedy	Third Sector Representative
Geoff Mohamed	Carer's Representative
Julie Murray	Chief Officer – IJB
Councillor Owen O'Donnell	East Renfrewshire Council
Councillor Katie Pragnell	East Renfrewshire Council (Vice-Chair)
Raymond Prior	Head of Children's Services and Criminal Justice (Chief Social Work Officer)
Lynne Siddiqui	Lead Allied Health Professional

IN ATTENDANCE

Pamela Gomes	Governance and Compliance Officer
Lee McLaughlin	Head of Adult Services: Communities and Wellbeing
Margaret Phelps	Strategic Planning, Performance and Commissioning Manager
Kirsty Ritchie	Senior Communications and Campaigns Officer
Colin Sweeney	Democratic Services Manager (ERC)

APOLOGIES FOR ABSENCE

Councillor Caroline Bamforth	East Renfrewshire Council
Tom Kelly	Head of Adult Services: Learning Disability and Recovery
Andrew McCready.	Staff Side Representative (NHS)
Lynsey Allan	Independent Sector Representative
Lynne Rankin	Staff Side Representative (ERC)

DECLARATIONS OF INTEREST

1. There were no declarations of interest intimated.

MINUTES OF PREVIOUS MEETING

2. The Board raised a number of issues with the content of the minute of the previous meeting, held on 16 August 2023. The Chief Officer acknowledged that with the change in democratic services staffing the content and approach would be reviewed for future meetings and appropriate support offered to the Democratic Services Manager. It was agreed that the following changes be reflected.
 - a) Anne Marie Kennedy's title to be amended to reflect her position as the 'Third Sector Representative'.
 - b) Spelling of Geoff Mohamed's name to be amended.
 - c) Minute No 2. (Minutes of Previous Meeting) be amended to reflect that Mehvish Ashraf, NHS Greater Glasgow and Clyde Board had submitted apologies for the June meeting
 - d) Minute No.11 (Joint Inspection of Adult Support and Protection in East Renfrewshire) be amended to include a vote of thanks to all involved in the inspection, by Councillor Pragnell.
 - e) Minute No.12 (Delayed Discharge Position) be amended to include a vote of thanks to all involved, by Councillor Pragnell.
 - f) Minute No.8 (Revenue Budget Monitoring Report) be amended as requested by Jacqueline Forbes.
 - g) Minute No.10 (Health Checks for Adults with a Learning Difficulty) be amended at paragraph 7 as requested by Jacqueline Forbes.
 - h) Paragraph 14 to Minute No. 5 (East Renfrewshire Children and Young People's Service Plan) be amended by replacing "improve on" with "include", by Councillor O'Donnell.

MATTERS ARISING

3. The Board considered a report by the Chief Officer, which provided an update on the following matters, which arose from discussions that had taken place at the previous meeting.

The Chief Officer further noted that the Children and Young People's Services Plan was well received when considered at Council the previous week.

The Board noted the report.

ROLLING ACTION LOG

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

The Chief Officer also advised there has been progress in relation to the Mental Health Strategy which was recently approved by NHS Greater Glasgow & Clyde Board therefore it is anticipated we will be in a position to present a report at the November meeting.

The Board noted the report.

AUDITED ANNUAL REPORT AND ACCOUNTS

5. The Board considered a report by the Chief Financial Officer which provided an overview of the audited annual report and accounts for the Integration Joint Board (IJB) covering the period 1 April 2022 to 31 March 2023, which are subject to Ernst & Young final sign off after today's meeting. A summary overview of the financial year is included as an easy read summary document.

Councillor Pragnell, Chair of Performance and Audit Committee, reported that the Committee was very pleased that it was a clean audit and confirmed it had been agreed to remit the audited annual report and accounts to the IJB without any changes to the report being presented.

The Chief Financial Officer was pleased to report the annual report and accounts were unqualified, had been properly prepared, met legislative requirements, addressed best value and that appropriate governance was in place. She said that the main messages from the auditors, Ernst & Young, were set out in the table at paragraph 13. She pointed out that since writing the report the Best Value comment was no longer RAG rated, and all areas were Green with the exception of financial sustainability, which is expected given the current financial situation.

The Chief Financial Officer said that the two recommendations made by Ernst & Young were detailed at paragraph 18 along with the HSCP responses. She said that both she and the Chief Officer would continue to engage with partners in relation to the current and future year funding.

The Chief Financial Officer went on to say that the main messages included in the report remained unchanged since that reported in June and the detail was summarised at paragraph 24. The level of general reserve remained below that set in the reserves strategy and that this had been discussed at length in prior years.

In conclusion, the Chief Financial Officer thanked colleagues for their input into the annual report and accounts. There was a significant amount of work behind the scenes to ensure the HSCP met its statutory obligations and to support the audit process. She also thanked Ernst & Young for taking time to get to know the HSCP and its services as well as the more formal audit activity itself.

Anne Marie Monaghan thanked the Chief Financial Officer on behalf of the IJB for her leadership and what is effectively a great clean bill of health with the exception of financial sustainability position, and recognised that other IJBs are in a similar position. Councillor O'Donnell also thanked the team however questioned financial sustainability contradicting going concern which was rated as green. Grace Scanlin clarified that under auditing standards there is a presumption that a body will be a going concern as long as the services will continue to be provided.

The Board:

- a) Approved the audited annual report and accounts as remitted from the Performance and Audit Committee.

- b) Authorised the Chair, Chief Officer and Chief Financial Officer to accept and sign the annual report and accounts on behalf of the IJB for submission to Audit Scotland.
- c) Noted and commented on the summary overview of financial performance document for 2022/23 prior to publication on the IJB website

REVENUE BUDGET MONITORING REPORT

6. The Board considered a report by the Chief Financial Officer advising of the projected outturn position of the 2023/24 revenue budget as at 31st August 2023.

The report shows a potential overspend for the year of just over £3 million and the Chief Financial Officer noted that the position had worsened by £0.4 million since last reported in August. She advised this was despite early impact from the actions being developed to mitigate costs and work was ongoing to allow costs to be reduced where possible. The initial plans had looked at tightening vacancy management and ensuring all non-pay was minimised but this would not in itself meet the required level of cost reduction needed.

The Chief Financial Officer said that a voluntary redundancy and early retirement exercise was currently open to council employed staff which would allow the HSCP to look at service redesign options which needed to be considered alongside vacancy management. Workload prioritisation will also need to be considered as well as what could be stopped or delayed, even if for a period of time only.

Fundamentally, the HSCP could not continue to deliver and purchase the same levels of service as before.

There was also further risk in that the current budget was inclusive of just over £7 million savings in the current year and the projected overspend assumed this would be delivered, including £1.6 million of reserves the HSCP had to support phasing.

The Chief Financial Officer referred to Appendix 6 in the report, which showed the latest position on savings progress with 34%, or £2.4 million, as green. The coming months were crucial, as the review work for the Supporting People Framework would show the savings coming from the review of existing care packages, which was profiled towards the second half of the year.

The recently announced changes in superannuation was good news and would bring some non-recurring benefit to the HSCP in 2024/25 and 2025/26 and she would update the IJB and refresh the Medium-Term Financial Planning as required as the HSCP prepared for the coming year budget discussions.

The Chief Financial Officer said that, as part of the annual report and accounts, the key recommendation was the urgent need to work with partners to develop a sustainable funding position.

She said that both partners were aware of the HSCP's position and that both she and the Chief Officer were engaged in ongoing discussions.

Jacqueline Forbes commended the open and honest nature of the report and asked whether there was anything else the Board could do to improve the position.

In response, it was advised that a number of Chief Financial Officers had met the previous week and unfortunately were in agreement that managing staffing and care costs were the only options for most areas.

Councillor O'Donnell asked about the scale of pension benefit for the coming years and stressed the importance of investment to ensure sustainability. The CFO confirmed this was part of ongoing discussions with partners, and it was expected that the recurring benefit would be £400k per year, with a one-off benefit of £2.2m in both 2024/25 and 2025/26.

The Head of Adult Services: Communities and Wellbeing provided some context in terms of the current complexity of demand and needs, never seen before. The Scottish Government and Department of Public Health England have both produced reports demonstrating the impact of Covid-19 on the frail and elderly and locally we are seeing similar trends. She also noted that over the past few years there has been significant time spent on adult protection work including Large Scale Investigations which is very resource intensive.

The Chief Officer said that as part of the voluntary redundancy trawl the HSCP is currently considering how the service could manage without certain roles which may impact on some of the governance and assurance work. It was noted that the outcome of this would be reported back to the Board.

Anne Marie Monaghan reminded the Board of its statutory duties and recognised that the reason we are in the current position is due to an increase in demand with limited resources and noted that the HSCP has done a really good job under difficult circumstances.

The Board:

- a) Noted the projected outturn for the 2023/24 revenue budget
- b) Noted that the Chief Officer and her management team continue to work on actions to mitigate cost pressures in the current year
- c) Approved the budget virement as requested
- d) Requested that the Scottish Government and Department of Public Health England reports documenting the impact of covid-19 be shared with IJB members for information.

HSCP SAVINGS, RECOVERY AND RENEWAL PROGRAMME

7. The Board considered a report providing an update on the HSCP Savings, Recovery and Renewal Programme which included exception updates and was accompanied by a detailed overview of the projects and savings.

The Chief Financial Officer asked the Board to agree to close off the lessons learned from the pandemic. Originally, it had been intended to produce a report and action plan, however this was always a lower priority than other work and capacity challenges meant that HSCP has reprioritised this. She hoped the Board would agree that the HSCP had embedded new ways of working over the last three years, giving the HSCP more tools and knowledge at its disposal as it faces current and future challenges.

It was also noted that the invitation to tender for the replacement case recording system had now closed and was at the evaluation stage. It was expected to have identified a preferred bidder by the end of October.

Appendix 1 of the report provided a summary of the status of the savings required in the current year of which £2.4 million are achieved and this was an increase of just under half a million since last reported. In conclusion, she confirmed that progress would continue to be reported to every meeting of the Board.

Councillor O'Donnell was pleased to see savings progress. With regard to lessons learned, he asked whether East Renfrewshire had made submissions to the Scottish Government's Covid Inquiry and whether these could be shared with the Board. He also referred to institutional memory in respect of the Covid years and asked whether we should record the lessons to ensure if something similar happens in future we would have a record of why things changed and how we reacted.

In response, the Chief Financial Officer advised that HSCP information was included in our partners Covid submissions. She also acknowledged Councillor O'Donnell's point in relation to institutional memory and provided reassurance that we have already implemented much of the learning for instance by agile working, the use of teams as well as how we use our buildings and our ability to quickly respond to ever changing situations. The Chief Officer also noted that we won't lose the strong relationships we have developed with care homes. Collaboration between staff and other partnerships has also greatly improved.

The Board:

- a) Noted the progress of the HSCP Savings, Recovery and Renewal Programme.
- b) Agreed that a formal lessons learned report was not required.

CHARGING FOR SERVICES

8. The Board considered a report by the Chief Financial Officer, which provided the proposed increases to existing charges for 2024/25 along with an update from the income generation short life working group and the latest charging policy.

There was significant discussion around the issue of charging for services including whether or not the contribution element should be implemented. There were differing views recognising a range of perspectives. Board members were mindful that at least two to three years of significant savings challenges lay ahead and also recognised the generation of additional income would come with associated costs.

There was discussion on financial assessment and any alternatives with benchmark information requested alongside ethical considerations.

In response to questions on the rate on inflation used at 4.4%, the Chief Financial Officer advised this is the inflationary rate set by the Council who have the legal obligation to set charges.

There was some discussion on the membership of the working group and Anne Marie Monaghan advised this should be extended and welcomed others to join and to contribute.

The Chief Officer agreed that of the amount HSCP might gain, would be marginal but did not want to stifle ideas. She said it would be useful for the Working Group to meet to see if there was anything new that could be done or to review existing ideas since the situation would get remain challenging for the next few years.

The Board:

- a) Noted the report;
- b) Agreed that any additional income through government initiatives that individuals may receive towards the cost of living is disregarded in financial assessments;

- c) Agreed the draft annual proposed inflation increases to existing charges for 2024/25, be remitted to East Renfrewshire Council's Cabinet in November 2023, with the request to bring a further report, if required;
- d) Considered the contribution element of the individual budget calculator; and
- e) Noted the Short Life Working Group progress so far and agreed further work is required by this group.

CHIEF SOCIAL WORK OFFICER'S ANNUAL REPORT 2022/23

9. The Board considered the Chief Social Work Officer's Annual Report for 2022/23 which provided an overview of statutory social work and social care activity along with the current pressures being experienced across the HSCP.

The Chief Social Work Officer said he had been incredibly proud of the public protection services provided in East Renfrewshire and highlighted a number of examples of excellent partnership working and input from a wider range of stakeholders.

He also highlighted the challenges being faced, including recruitment and retention, unaccompanied asylum seekers and continued public protection as well as the complexity of need and demand for services we are seeing.

He went on to thank the workforce who deal with the most vulnerable people in the communities and questioned whether services could still be delivered if key staff were lost.

Board members expressed their thanks and gratitude to the Chief Social Worker and his team in what was a positive and comprehensive piece of work.

Anne Marie Monaghan was delighted the report was so well balanced. Both Diane Foy and Councillor O'Donnell praised such a comprehensive report and Councillor O'Donnell suggested that outcome examples would help bring the report to life.

The Board approved the Chief Social Work Officer's Annual Report for submission to Council.

CLINICAL AND CARE GOVERNANCE ANNUAL REPORT 2022/23

10. The Board considered a report which described the main governance framework and demonstrated the work to provide assurance for the HSCP. There was an emphasis on the HSCP Workforce Plan and the importance of building resilience and supporting staff wellbeing.

The Clinical Director spoke on the report and the excellent inspection of adult support services; adult assurance tool and privacy care improvement programme. She also spoke of the community treatment and care services and said that both treatment rooms were now up and running. The Clinical Director gave an overview of the wide ranging activity set out in the report.

Councillor O'Donnell suggested that in future, an index and Executive Summary may be helpful given such a detailed report.

The Board:

- a) Noted the Clinical and Care Governance Annual Report 2022-2023, and

- b) Noted that the IJB would retain oversight of the role and function of the Clinical and Care Governance Group, where clinical and care governance would be taken forward.

IJB STRATEGIC RISK REGISTER ANNUAL UPDATE 2023

11. The Board considered the annual update on the IJB Strategic Risk Register.

The Chief Financial Officer said that the report summarised the changes since the Strategic Risk Register was last reported in September 2022 and whilst the Board received an annual report, she reminded them that an update is provided to every meeting of the Performance and Audit Committee.

It was noted there were no new risks and no risks had been deleted. The main changes were summarised at paragraphs 7 to 11.

The Board noted the strategic risk register.

NATIONAL CARE SERVICE – PRESENTATION

12. The Chief Officer provided a brief update on the National Care Service (Scotland) Bill, which was introduced by the Scottish Government in June 2022 with the intention of reforming how social care, social work and community health services were delivered in Scotland.

She noted that the Bill is currently at stage 1 of the parliamentary process which has been extended to January 2024 following a discussion with a range of stakeholders including CoSLA and SOLACE. Agreement has been reached around more of a partnership approach which aims to provide a shared legal accountability with a national oversight board. This means that local government will retain the function, assets and the staff. Agreement has still to be reached on whether or not children’s services and criminal justice will be included.

In conclusion, she said that slides produced by Health and Social Care Scotland could be circulated since there was limited time at the meeting to present, and that she would bring further updates as and when received.

The Board:

- a) Noted the update, and
- b) Requested Health and Social Care Scotland presentation be circulated to members.

DELAYED DISCHARGES

13. The Head of Adult Services - Communities and Wellbeing delivered a presentation on delayed discharges. She said that East Renfrewshire was 3rd in Scotland for standard delays, 12th for “Code 9” delays (2nd in NHS GGC) and currently had 16 acute delays, which was unusually high.

Delays are mainly as a result of care at home capacity and the HSCP is engaged in negotiations with providers around market reshaping.

The Board noted the presentation.

CALENDAR OF MEETINGS 2024

14. The Board considered a report, which detailed proposed meetings dates for 2024.

It was suggested that consideration be given to the Board meeting in-person on occasion.

The Board:

- a) Approved the Calendar of Meetings for 2024, and
- b) Agreed there would be further consideration at the next meeting as to whether to hold occasional meetings in-person.

DATE OF NEXT MEETING

15. Wednesday 22 November 2023 at 10.30am.

CHAIR

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