

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

PRESENT

Anne-Marie Monaghan Councillor Katie Pragnell	NHS Greater Glasgow and Clyde Board (Chair) East Renfrewshire Council (Vice-Chair) (in the Chair)
Lesley Bairden	Head of Finance and Resources (Chief Financial Officer)
Councillor Paul Edlin	East Renfrewshire Council
Councillor Owen O'Donnell	East Renfrewshire Council
Dr Claire Fisher	Clinical Director
Jacqueline Forbes	NHS Greater Glasgow and Clyde Board
Jennifer McKean	Senior Manager, Intensive Services and Justice
Julie Murray	Chief Officer – IJB
Lynne Rankin	Staff Side Representative (ERC)
Anne Marie Kennedy	Non-Voting IJB Member
Julie Fitzpatrick	Interim Chief Nurse
Dianne Foy	NHS Greater Glasgow and Clyde Board
Raymond Prior	Head of Children's Services and Criminal Justice (Chief Social Work Officer)
Lynne Siddiqui	AHP Lead
Geoff Mohammed	Carer's Representative
Andrew McCready	NHS Staff Side Representative
Mehvish Ashraf	NHS Greater Glasgow and Clyde Board

IN ATTENDANCE

Arlene Cassidy	Children's Services Strategy Manager
Pamela Gomes	Governance and Compliance Officer
Jacqueline Laing	Eastwood Locality Manager
Ian Marland	Communications Officer, East Renfrewshire Council
Lee McLaughlin	Head of Adult Services – Communities and Well-being
Margaret Phelps	Strategic Planning, Performance and Commissioning Manager
Robert Price	Practice, Policy and Improvement Manager, East Renfrewshire Council
Colin Sweeney	Democratic Services Manager, East Renfrewshire Council

APOLOGIES FOR ABSENCE

1. Apologies for absence had been received from Councillor Caroline Bamforth East Renfrewshire Council, Tom Kelly, Head of Adult Services – Learning Disability and Recovery and Andrew McCready.

DECLARATIONS OF INTEREST

2. There were no declarations of interest received.

MINUTES OF PREVIOUS MEETING

3. **RESOLVED** that the minutes of the previous meeting, held on 16 August 2023, be approved as a correct record, subject to:
 - (i) The following amendments being made to attendees' details.
 - a. Anne Marie Kennedy being recorded as "Third Sector Representative".
 - b. Mehvish Ashraf, NHS Greater Glasgow and Clyde Board, was not present.
 - c. Geoff Mohamed (non-voting Member) had one "m" and not two in his surname.
 - (ii) That, 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.
 - (iii) That, Minute No.12 (Delayed Discharge Position) be amended to include a vote of thanks to all involved.
 - (iv) That the third from last paragraph to Minute No.8 (Revenue Budget Monitoring Report 2023-2024: Position as at 30 June 2023), be amended by removing the words "...and that she had no faith in the Cabinet Minister..." and replaced with "...and expressed concern about the extent of the Scottish Government's support in this..."
 - (v) That paragraph 7 to Minute No.10 (Health Checks for Adults with a Learning Difficulty), be amended by removing the words "...wanted something but had no idea of the cost involved..." and replaced with "...not knowing what the total cost would be..."

MATTERS ARISING

4. 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.
 - (i) East Renfrewshire Council would consider the Children and Young People's Services Plan for 2023-2026 at its September meeting.
 - (ii) The Income Generation Short Life Working Group had met on 8 September with invites extended to the Chair, Vice-Chair and Councillor Edlin as requested.
 - (iii) The details, which related to planned visits to the HSCP were recirculated and members had indicated their preferences. Dates were currently being agreed and invites being issued.

RESOLVED, that the report, be noted.

ROLLING ACTION LOG

5. 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.
- i) Action 385 (HSCP Workforce Plan) - Update on actions scheduled for IJB meeting in September 2023 had been deferred to November 2023.
 - ii) Action 379 (Annual Performance Report) - Added to forward planner - provisionally scheduled for March 2023 - deferred to November 2023.
 - iii) Action 244 (Financial Framework for the 5-Year Adult Mental Health Services Strategy in GGC) - Added to forward planner - Timing of progress report would be dependent on system wide programme and agreement of all six HSCPs within Greater Glasgow and Clyde. It was hoped that a report would be brought to the November meeting of the Board.

AUDITED ANNUAL REPORT AND ACCOUNTS

6. The Board considered a report by the Chief Financial Officer, which provide it with 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. A summary overview of the financial year is included as an easy read summary document.

Councillor Pragnell, Chair of PAC, confirmed that PAC had agreed to remit the audited annual report and accounts to the IJB without any changes to the report that was before the Board.

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 and 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 was ongoing with partners.

She added that Ernst and Young had identified one difference that had been adjusted for in the financial statements (a £1k change within the remuneration note). The time between the unaudited and audited report meant that the most current pension information could be included. This did not alter the bottom line, which remained unchanged.

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

She said that the CFOs across the NHSGGC IJBs had agreed to look at the supporting arrangements, information and reporting on hosted services and reminded the Board that each IJB held the full budget and met costs, inclusive of any under or overspend. Note four, she said, showed an allocation to illustrate the East Renfrewshire population's use of the services that were hosted, however this was not a mandatory requirement.

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. She said that the level of general reserve remained below the level set in the reserves strategy and that this had been discussed at length in prior years as well as part of the budget planning and was reflected in the Medium-Term Financial Plan.

In conclusion, the Chief Financial Officer thanked colleagues, Ian and Steven in particular, for their input into the annual report and accounts. There was, she said, 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 and Young for taking time to get to know the HSCP and its services as well as the more formal audit activity itself.

RESOLVED that:

- a) the audited annual report and accounts, as remitted from the Performance and Audit Committee, be approved.
- b) the Chair, Chief Officer and Chief Financial Officer be authorised to accept and sign the annual report and accounts on behalf of the IJB for submission to Audit Scotland.
- c) the summary overview of financial performance document for 2022/23 prior to publication on the IJB website, be noted.

REVENUE BUDGET MONITORING REPORT

7. The Board considered a report by the Chief Financial Officer, which advised it of the projected outturn position of the 2023-2024 Revenue Budget. This projection, based upon ledger information as at 31 August 2023, allowed for latest intelligence.

The Chief Financial Officer said this was the second report for this financial year and noted that the position had worsened by £0.4 million since last reported in August and there was a potential overspend for the year of just over £3 million.

This, she said, 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 level of cost reduction needed to make.

The Chief Financial Officer said that a voluntary severance trawl, which was open to our council employed staff, was being worked through and this would allow a look across the HSCP at options to put interim arrangements in place and look at redesign options. She said this needed to be considered alongside vacancy management and to remain cognisant of the impact on staff, therefore part of the planning would look at workload prioritisation and frequency and a need to look at what could be stopped or delayed even if for a period of time only.

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

The Chief Financial Officer expected to have a reasonable analysis of the outcome of the voluntary severance trawl and associated impact on HSCP's plans by mid-October, therefore when reported to the IJB in November, the action plan details and impact on cost, including any escalation of future year savings would be clearer.

She said 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 in.

She said it was also seeing increasing requests from care providers to review their rates.

The Chief Financial Officer referred to Appendix 6 to the report, which showed the latest position on savings progress, with 34% or £2.4 million as green. The coming months, she said, 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.

She said the report set out the position by service and the change in projected costs from those last reported as usual.

She added that 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.

During discussion, questions were raised as to whether there was anything in particular the Board could do, which might help and what the scale of pension credit was for the HSCP.

In response, officers advised that a number of Chief Financial Officers had met the previous week and had considered supporting people frameworks, care package costs and managing the flow of care costs. In response to the question around pension credit, officers advised that this was part of ongoing discussions with partners. It was reported that the scale had been 19.3% but was now 17.5%, which equated to a £400k recurring element and a one-off benefit of £2.2m.

Officers spoke on the context, complexity of demand and needs. The trends that showed the impact of Covid-19 on the elderly was mentioned. Officers said that 90 out of 156 weeks, reviews and investigations had been carried out.

The Chief Officer said that a voluntary redundancy trawl had taken place to see how the service could manage without certain roles and the outcome of this would be reported back to the Board.

RESOLVED that:

- a) the projected outturn for the 2023/24 Revenue Budget, be noted;
- b) that the Chief Officer and her management team would continue to work on actions to mitigate cost pressures in the current year, be noted; and
- c) the budget virement, as requested, be approved.

HSCP SAVINGS, RECOVERY AND RENEWAL PROGRAMME

8. The Board considered a report, which updated it on the HSCP Savings, Recovery and Renewal Programme.

The Programme provided information to the Board across the following three levels:

- **Strategic:** projects that covered HSCP wide activity
- **Service:** projects specific to one area/service
- **Operational Deliveries:** activities at a service level not related to significant change.

The Chief Financial Officer said that the report was straightforward and provided the Board with exception updates on a number of projects as detailed at paragraphs 5 to 10.

At paragraph 5, she said, HSCP was asking the Board to agree to close off the lessons learned from the pandemic. She said that, originally, it had been intended to produce a write-up and an action plan, however this was always a lower priority than other work and capacity challenges meant that HSCP always reprioritised. She hoped the Board would agree that the HSCP had used learning and developed and embedded new ways of working over the last three years, giving the HSCP more tools and knowledge at its disposal as it faced current and future challenges.

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

The Chief Financial Officer referred the Board to Appendix 1, which gave the detailed overview by project.

She said that, the table at paragraph 13 in the report provided a summary of the status of the savings required in the current year. She said there was now £2.4 million as achieved (or were confident that was as good as achieved) and this was an increase of just under half a million since last reported.

She went on to say that the HSCP still had a significant challenge ahead with a further £3 million on track and £1.6 million at risk of slippage or potential shortfall. This latter element, she said, could be met from the reserve HSCP held.

The Chief Financial Officer referred Board Members to Appendix 2, which provided an overview of the savings detail, with some smaller savings grouped per the previously agreed approach.

In conclusion, she confirmed that progress would be reported to every meeting of the Board.

Councillor O'Donnell was pleased to see progress in terms of savings delivered. With regard to lessons learned, he asked whether East Renfrewshire had made submissions to the Scottish Government's Covid Inquiry and shared this with the Board. He also referred to institutional memory in respect of the Covid years. He asked whether East Renfrewshire was at risk of learning from some of those lessons and, if pursued, was there a possibility of reduced time and scope on it.

In response, the Chief Financial Officer said that institutional memory was a fair challenge. She said that the technology at HSPC's disposal (TEAMS, Agile Kit, set up of vaccination tents etc.) meant that it had always been able to be more reactive than larger organisations.

The Chief Financial Officer said that invaluable continuity plans were refreshed annually. She added that Resilience Meetings were where Covid-related decisions were recorded. She said that a documented history of the Covid Years could be produced if Members felt it would be beneficial as a legacy document, although this was not a priority. She said she was unsure of the status of Covid-related information but would check and share with the Board, if possible.

Officers were looking at social care and community rehabilitation as it was relevant as to how things ended up as they are.

RESOLVED that the progress of the HSCP Savings, Recovery and Renewal Programme, be noted.

CHARGING FOR SERVICES

9. The Board considered a report by the Chief Financial Officer, which provided it with a position update on charging related matters that included individual contributions, charging policy updates and the draft proposed annual charges report for the financial year 2024/25, which was considered annually by East Renfrewshire Council Cabinet in November.

The report formed three areas and included an update from the Short Life Working Group that was set up to consider income generation:

Those were:

- To look at the usual annual inflation increase to existing charges
- To consider whether or not to implement the individual budget contribution element for non-residential charges
- To consider the annual charging policy

With regard to existing charges, the table at paragraph 10 showed the impact of applying the 4.4% inflation increase, rounded up or down to the nearest five pence.

Based on current budgets, this would give a maximum of £42k additional income but would need to recognise that as service delivery models changed and became more community-based, income from meals and other local authority placements diminished. Most of the income and the increase came from community alarms and Bonnyton House.

In considering whether to implement the individual budget contribution element for non-residential care, it was noted that this had been previously agreed at 5% of a person's individual budget, excluding personal care, carer related costs and subject to the ability to pay.

In prior years, the IJB had agreed to defer this recognising the introduction of a new charge was at odds with Scottish Government policy, care budgets would reduce and latterly the cost of living crisis would mean a potential double impact on people.

As part of the working group on income, two scenarios were shown at paragraph 17. Scenario 1 was the current potential income and Scenario 2 showed the position after the impact of the Supporting People Framework was factored in.

These scenarios showed a potential income of around £0.2 million, however consideration needed to be given to the additional costs that would be incurred in order to generate this, and this was detailed at paragraphs 18 and 19.

Finally, the charging policy proposed an addition where the IJB had a strategic partnership with an organisation it funded through a grant that the benefit in kind of any premises use was deducted. Should this be agreed, the HSCP would work with partners and agree any adjustment using the existing daily rate as a benchmark. This had been tested with one partner and was seen as fair and equitable. As part of the benchmarking by the working group, other areas did not let out / charge for accommodation.

The draft report to Council was included and would be revised reflecting any decision by the IJB today. It was the Council's duty to set charges as this was not a delegated function to the IJB. This was an annual exercise by Council and Cabinet therefore, depending on today's decision HSCP may need to request a decision be taken out with the annual reporting cycle.

It was recognised that a small group had met to discuss income generation.

Whilst the Board was against charging for services, most charges were paid by people whom could least afford it. Officers recognised that whilst they wanted those who could afford to pay, to do so, there was uncertainty as to how to enforce this.

The Chair said that the Group should be extended and welcomed others to join and to contribute.

Officers said it was about renegotiating with people what support the HSCP was giving and that timing was not good to say that they would now be charged for services.

It was recognised that the challenge was that no-one wanted to impose charges, particularly upon those who could not afford to pay, but were mindful that at least two to three years of significant savings challenges lay ahead.

Assessments seemed long and time-consuming and the questions were asked as to how or if this could be made simpler and what were other Councils doing. Care package reviews were seen as a threat as well as an opportunity.

It was reported that 4.4% was linked to inflation index. The use of premises (including at weekends) had been discounted since premises could not be kept secure. Benchmarking had been looked at with others charging hourly rates or unit costs. There appeared to be no alternative to financial assessment.

It was suggested that people and businesses donate to a fund to get some of these cuts alleviated.

The Chief Officer agreed that in terms of the amount HSCP might gain, would be minimal but did not want to cut off any 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 worse before it got better.

RESOLVED that:

- (i) The report, be noted;
- (ii) That any additional income through government initiatives that individuals may receive towards the cost of living was disregarded in financial assessments, be agreed;
- (iii) 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;
- (iv) The contribution element of the individual budget calculator, be considered; and
- (v) The Short Life Working Group progress so far, be noted and that the 5% increase to the charging policy be deferred to the Working Group for wider discussion at this stage.

CHIEF SOCIAL WORK OFFICER'S ANNUAL REPORT 2022-2023

10. The Board considered a report, which presented at Appendix 1, the Chief Social Work Officer's Annual Report for 2022/23.

In compliance with Chief Social Work Officers statutory functions under the Social Work (Scotland) Act 1968, they are required to produce an Annual Report. This was based on a template agreed with the Office of the Chief Social Work Adviser.

The report provided a narrative of statutory social work and social care activity and the template outlined the current pressures being experienced across the service and described:

- Governance, Accountability and Statutory Functions
- Service Quality and Performance
- Challenges and Improvements
- Resources
- Workforce
- Training, Learning and Development
- Looking ahead

Performance data and analysis was set throughout the report and reflected the operational delivery of services for children's services, criminal justice, mental health and adult services that included social care.

The Chief Social Work Officer said he had been incredibly proud of the public protection services provided in East Renfrewshire and highlighted the following:

- Excellent partnership working with third sector multi-agency trauma informed practice
- Integrated social work and health teams
- Continued input of Councillors re Champions' Board
- Permanence work re families having children removed
- Commitment to uphold the rights of children
- Transition planning into complexities of Adults' Services
- North Strathclyde Partnership – child witnesses subjected to harm (first children's house in East Renfrewshire)
- MARAC processes – workforce skilled re early identification of perpetrators
- Strengthening care (home visits)
- Dynamic Support Register
- Justice Services

He then highlighted the following challenges faced within Children's Services:

- Losing staff
- Unaccompanied asylum
- Recruitment challenges
- Increase in developmental work
- Supervision of guardians

He went on to thank the workforce who dealt 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.

RESOLVED that the report be approved and submitted to full Council.

CLINICAL AND CARE GOVERNANCE ANNUAL REPORT 2022-2023

11. 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 work for the HSCP Workforce Plan and the importance of building resilience and supporting staff well-being.

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.

In relation to primary care sustainability, she said that complexity had increased in this area following Covid-19.

She then went on to touch on the Prescribing Support Team; staff well-being and resilience; care opinion; complaints (doubled from last year) and East Renfrewshire's HSCP faced major challenges /higher numbers of elderly/greater number of children with complex needs etc.

In conclusion, she thanked Ann Marie Long for preparing the report.

It was suggested that, moving forward, an index may be helpful together with a summary of what was in the report.

RESOLVED that:

- (i) The Clinical and Care Governance Annual Report 2022-2023, be noted; and
- (ii) Note the fact 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

12. The Board considered a report, which provided it with the annual update on the IJB Strategic Risk Register, which was also reported to all Performance and Audit Committee meetings.

The Chief Financial Officer said that the report provided the annual overview of the strategic risk register and summarised the changes since reported in September 2022.

She said there were no new risks, no risks deleted and main changes were summarised at paragraphs 7 to 11. She added that, whilst the Board received an annual report on the strategic, she reminded the Board that an update was taken to every meeting of the Performance and Audit Committee.

RESOLVED, that the IJB Strategic Risk Register be noted.

NATIONAL CARE SERVICE - PRESENTATION

13. The Board received a presentation by the Chief Officer 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 said that, in short, the timeline had been pushed back, to January 2024 due to a lot of pressure from CoSLA and SOLACE. She said there had been a lot of activity or level of activity with agreement around shared legal accountability; Scottish Ministers; NHS and Local Authorities.

The Chief Officer said that local government retained the function, assets and the staff. She said that local care boards were main drivers but it was unclear how it was going to work. She said to watch this space insofar as children's services and criminal justice being included.

In conclusion, she said there had been lots of engagement events held during the summer and that she could bring updates as and when received.

RESOLVED to note the presentation.

DELAYED DISCHARGES

14. The Head of Adult Services – Communities and Well-being 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 GGC) and had 16 acute delays (which was unusually high).

In terms of referrals, she said these were at over 50 per week where there was no delay. She added there were lost bed days due to acute delays and an unmet need in respect of Care at Home.

RESOLVED to note the presentation.

CALENDAR OF MEETINGS 2024

15. The Board considered a report, which detailed planned meetings of the Board for 2024. It was suggested that consideration be given to the Board meeting in-person on occasion.

RESOLVED that:

1. The Calendar of Meetings for 2024, be approved; and
2. Consideration be had at the next meeting as to whether to hold occasional meetings in-person.

DATE OF NEXT MEETING

16. Wednesday 22 November 2023 at 10.00am.

CHAIR