

**Minute of virtual meeting of the
East Renfrewshire Integration Joint Board
Performance and Audit Committee
held at 9.00am on 23 September 2020**

PRESENT

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

Councillor Caroline Bamforth	East Renfrewshire Council
Jacqueline Forbes	NHS Greater Glasgow and Clyde Board
Anne Marie Kennedy	Non-voting IJB member
Councillor Paul O’Kane	East Renfrewshire Council

IN ATTENDANCE

Lesley Bairden	Head of Finance and Resources (Chief Financial Officer)
Michelle Blair	Chief Auditor, East Renfrewshire Council
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
Julie Murray	Chief Officer - IJB
Steven Reid	Policy, Planning and Performance Manager

APOLOGIES FOR ABSENCE

Councillor Barbara Grant	East Renfrewshire Council co-opted Member
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INTRODUCTORY REMARKS

1. Ms Monaghan welcomed Jacqueline Forbes to her first meeting of the committee. Ms Forbes had replaced John Matthews as one of the 2 NHS Greater Glasgow and Clyde Board representatives on the committee. A welcome was also extended to Michelle Blair East Renfrewshire Council’s Chief Auditor and to John Cornett and Aimee MacDonald of Audit Scotland.

DECLARATIONS OF INTEREST

2. There were no declarations of interest intimated.

MINUTE OF PREVIOUS MEETING

3. The committee considered and approved the Minute of the meeting of 27 November 2019 subject to an amendment to record Julie Murray as attending the meeting.

INTERNAL AUDIT ANNUAL REPORT 2019-2020 AND PROPOSED AUDIT PLAN 2020-21

4. The committee considered a report by the Chief Auditor, East Renfrewshire Council, relative to the Chief Auditor's Annual Report for 2019-20 which contained an independent opinion on the adequacy and effectiveness of the governance, risk management and internal control systems operating within the IJB. A copy of the Chief Auditor's Annual Report accompanied the report as an appendix.

The report explained in summary that the Annual Report concluded that the IJB had adequate and effective internal controls in place proportionate to its responsibilities in the year ended 31 March 2020.

In addition, details of the proposed 2020/21 audit plan, for which approval was sought, were contained in the report.

The Chief Auditor was heard further on the report and confirmed that Internal Audit were satisfied that reasonable assurance could be placed on the control environment which operated in the East Renfrewshire Integration Joint Board.

In response to Councillor Bamforth on the adequacy of the number of audit days available in the proposed 2020/21 audit plan, the Chief Auditor explained that there were a number of contingency days available in the plan to deal with unexpected matters should they be required, in addition to which there was some additional funding available that could be used to further supplement the number of days available if required.

In addition, responding to Ms Forbes who questioned the high number of unallocated audit days in the plan compared to other IJBs, the Chief Auditor explained that the number of matters that were the sole responsibility of the IJB were limited and that responsibility for operational matters such as payroll and human resources, for example, remained the responsibility of either the local authority or the health board. As such, any audits of these services would be carried out through the audit procedures for those bodies. In support the Chief Financial Officer confirmed that all operational audit work happened through the partner organisations and she worked closely with the Chief Auditor on an audit programme.

The Chief Auditor explained that the difference between IJBs and the number of unallocated days in their audit plans may be down to whether or not services were allocated to the IJB rather than the HSCP. In this regard the Chief Officer suggested it would be useful to obtain benchmarking information from other IJBs.

Ms Monaghan questioned when it was likely that the follow-up audit referred to in the plan would be carried out. In reply, the Chief Auditor referred to the ongoing challenges associated with lack of access to premises and services and explained that the timing of the follow-up would be dependent on the outstanding actions being undertaken.

Referring to the presentation of the benchmarking information to a future meeting and the timing of the follow-up audit, Ms Monaghan suggested it may be useful to the committee if a rolling action log was introduced similar to that used by the Board to track those matters to be reported to future meetings with an associated timescale. This was agreed.

The committee:-

- (a) noted the contents of Internal Audit's annual report 2019-20;
- (b) noted the annual assurance statement and the conclusion that the IJB had adequate and effective internal controls in place proportionate to its responsibilities in 2019-20;
- (c) approved the proposed 2020-21 audit plan; and
- (d) agreed that a rolling action log be established and made a standing item on the agenda for future meetings of the committee.

AUDIT SCOTLAND REPORT 2019-20

5. The committee took up consideration of the external audit annual report for 2019-20, which summarised the findings arising from the 2019-20 audit of the IJB.

The report provided a number of key messages. These included that the auditor's report was unqualified; that whilst COVID-19 created additional challenges for both IJB and audit staff, key dates in the financial reporting process remain unchanged; and that the IJB had appropriate and effective financial management arrangements in place to support financial monitoring reporting and decision making. It was further highlighted that a medium-term financial plan had been developed but required updating for future COVID-19 implications; that appropriate governance arrangements were in place to support scrutiny of IJB decisions with changes to these to take account of the effect of COVID-19 being considered to be appropriate and effective; that there was a demonstrable range of arrangements in place to demonstrate best value; and there were effective arrangements in place to monitor progress towards strategic objectives.

Included in the appendices accompanying the report was an action plan which set out the proposed management action in respect of areas where recommendations had been made.

Ms Monaghan introduced John Cornett and Aimee MacDonald from Audit Scotland.

Mr Cornett was heard further on the report highlighting its positive nature; that the audit opinion on the IJB accounts was unqualified and that the accounts presented a true and fair view of the IJB's financial position; and paid tribute to all those involved in the production of both the accounts and report in accordance with the original pre-COVID timetable.

Mr Cornett then commented on the recommendations for action made by Audit Scotland, in particular the recommendation that action be taken to comply with the IJB's stated reserves policy and to bring the level of general reserves into line with the Board target of £1 million. He acknowledged that difficult decisions and a lot of hard work would be required for this to be achieved.

Thereafter having heard Ms Monaghan echo Mr Cornett's thanks to all those involved in the timeous production of the accounts and the annual report, the committee noted the report.

ANNUAL REPORT AND ACCOUNTS 2019-20

6. Under reference to the Minute of the meeting of the IJB of 24 June 2020, the committee 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.

The Chief Financial Officer was then heard further on the accounts. She commented on the reduction in the operational overspend position from June, explained the reasons for the change and that identifying changes between the draft and final account stages was not unusual, and that the reasons why the overspend had not been identified in the first place had been investigated with additional checks already having been incorporated into procedures.

Ms Monaghan having commended the Chief Financial Officer and her team. Ms Forbes welcomed the report and the amount of useful information therein. Referring to the following item on the agenda she suggested that there appeared to be a lot of duplication of information, and whilst recognising that these reports needed to be viewed on a stand-alone basis questioned if anything could be done to reduce the levels of duplication.

In reply the Chief Financial Officer explained that due to the statutory timescales for the submission of accounts and performance reports it was necessary for them to be presented at the same meeting, and that their format and content was prescribed. Commenting on the Annual Performance Report to be considered as the next item, the Policy, Planning and Performance Manager reminded the committee that the production of an easy-read version was one of the recommendations for which approval would be sought.

Thereafter, the committee agreed that the audited annual report and accounts be remitted to the IJB for approval.

EAST RENFREWSHIRE HSCP ANNUAL PERFORMANCE REPORT 2019-20

7. 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.

Commenting on the report, the Policy, Planning and Performance Manager reminded the committee that the report was retrospective and covered the period prior to the COVID-19 pandemic.

Full discussion and questioning of the report then took place.

In response to questions from Ms Forbes on the disproportionate use of mental health inpatient beds, the Chief Officer explained that eating disorders was one of the main reason for this highlighting that there were no links between deprivation and the use of these beds. She also explained in response to Councillor Bamforth that whilst people being more proactive in seeking support would have a potential impact on CAMHS, whether to admit a young person to hospital was a clinical decision and so would not be affected in a similar way.

The Policy, Planning and Performance Manager then outlined the steps that would be taken to publicise the report and make it available with the Chief Officer explaining that care would need to be taken not to raise expectations as some of the services described in the performance report had been reduced or suspended as a result of resources being redirected to tackle COVID-19.

Discussion also took place on the financial challenges facing the HSCP it being noted that care package cost reduction had been identified as the main method of achieving budget savings. The Chief Financial Officer was heard on the challenges of achieving the projected savings in the current environment explaining that the inability to make savings at the moment was being recorded as a COVID-19 related cost and that a working group had been set up to look at this further.

Commenting further, the Chief Officer indicated that care package demand and costs would inevitably increase. This was a national issue and cognisance of the challenges facing HSCPs needed to be recognised by government.

Ms Monaghan referred to the improvements in the CAMHS service but suggested that the relationships between CAMHS and the Family Wellbeing Service (FWS) and the impact FWS was having on CAMHS demand could be clearer. Indicating that only Inverclyde was performing better than East Renfrewshire in terms of CAMHS waiting times, the Chief Officer indicated that a report on this could be brought to a future meeting.

Following further discussion on services for children and young people, and the Chief Officer having reported on the introduction of a recovery service in conjunction with colleagues in Education the purpose of which was to remove the need for clinical support, the committee:-

- (a) noted the report; and
- (b) noted that a report on the relationship between CAMHS and FWS and the impact of FWS on CAMHS service demand would be submitted to a future meeting.

SELF DIRECTED SUPPORT – 2017 PROGRESS REPORT – IMPACT REPORT PUBLISHED BY AUDIT SCOTLAND

8. The committee took up consideration of a report advising of the key themes of the 2019 Audit Scotland Impact Report following the original Self-Directed Support Progress report published by Audit Scotland in 2017, and providing an update of the current local position in terms of the implementation of Self-Directed Support and the planned self-evaluation activity check that would be used to inform any future development programme.

The report outlined the background to the introduction of Self-Directed Support (SDS), explaining that there had been a number of national audits/inspections carried out to scrutinise the performance of HSCPs across Scotland to measure impact and implementation progress. Details of these were listed in the report.

It was explained that in 2019 Audit Scotland had published an impact report as a follow-up to their 2017 audit activity in relation to progress of implementation, and thereafter the report set out the key messages and recommendations of the 2017 audit. The report also explained the Care Inspectorate Thematic Inspection in 2019 noted similar themes with key recommendations being echoed across both. It being noted that a lack of consistency of implementation of SDS across HSCPs was identified, details of the most significant issues identified by the Care Inspectorate in their inspection were outlined. In particular it was noted that a lack of consistent collecting, aggregating analysing or reporting on personal outcomes across HSCPs was making it difficult to evaluate progress and drive improvement.

Thereafter the report explained that there had been good progress locally in implementing SDS, with details of recommended actions and an update as at September 2020 appended to the report.

The report concluded by stating that whilst there had been good local progress further work was still required to embed changes, further refine and analyse data, and review and reflect on the use of SDS during the pandemic in order to inform future development activity.

The Head of Recovery and Intensive Services was heard further on the report in the course of which it was explained that some development work was needed across a number of areas which would help to shape future plans. These would be reported to a future meeting.

In response to questions from Councillor Bamforth, the Head of Recovery and Intensive Services and the Chief Officer confirmed there was a variability in terms of practice by social workers in respect of care packages and this would be looked at with a view to relevant training being developed. In addition, the Chief Financial Officer explained the process for the allocation of SDS funding clarifying that if allocated funds were unspent they would be recalled and the care package reviewed. However she confirmed that funding would not be recalled if there was an adverse impact on the individual.

Welcoming the report, Ms Monaghan emphasised the importance of SDS, and that it would be useful in the report to be submitted to a future meeting to see examples of how SDS fitted in to the telecare/telehealth agenda.

The Committee:-

- (a) noted the content of the report and current progress locally in term of SDS implementation; and
- (b) agreed to receive an update on future SDS development activity following local self-evaluation activity.

AUDIT SCOTLAND – COVID-19 GUIDE FOR AUDIT AND RISK COMMITTEES

9. The committee took up consideration of a report by the Chief Financial Officer advising of the publication in August 2020 of new guidance entitled *Guide for Audit and Risk Committees* on key issues for consideration by audit and risk committees during the COVID-19 pandemic.

It was explained that the guidance, a copy of which accompanied the report, posed a series of questions designed to assist auditors and public bodies to effectively scrutinise key areas that required additional focus. These included internal control and assurance; financial management and reporting; governance; and risk management.

Whilst it was noted that a number of the questions posed in the guidance were answered and evidenced through the audited 2019/20 annual report and accounts within the management commentary and annual governance statement it was recommended that the Chair and Vice Chair of the committee, supported by the Chief Financial Officer and Chief Auditor, consider the questions posed as part of the 2020/21 audit work to support the IJB's governance arrangements.

Mr Cornett confirmed that the guide had been considered by the NHSGGC Audit and Risk Committee the previous day. He explained that Audit Scotland would not be conducting a follow-up assessment of compliance with the guide and that whilst some of the questions posed could be answered in simple terms organisations may wish to consider in addition the effectiveness of their arrangements.

Ms Forbes confirmed the comments made by Mr Cornett regarding the health board's Audit and Scrutiny Committee and indicated she would seek information from the Chair of the committee about what action was agreed.

The committee agreed that Chair and Vice Chair of the committee, supported by the Chief Financial Officer and Chief Auditor, consider the questions posed as part of the 2020/21 audit work to support the IJB's governance arrangements and submit a report to a future meeting of the committee.

CONTRACTS AND EXCEPTIONS UPDATE TO JUNE 2020

10. The committee considered a report by the Chief Financial Officer providing information about direct spend through HSCP framework contracts; grant activities; non-framework spend together with spend activity on national framework contracts, as well as providing information in relation to East Renfrewshire Council's Contract Standing Orders together with the business reasons for such exceptions.

Details of the spend for purchased care for the period June 2019 to June 2020 were set out it being noted that there had been no direct awards during the period.

The Chief Financial Officer referred to the next intake of care providers in October in terms of the new Care and Support framework and that there may be local implications. A further report outlining any implications would be presented to a future meeting. She also explained that the Council's Audit and Scrutiny Committee considered an annual contracts report and it was intended to tie in the reporting cycles of the committee with the Council's Audit and Scrutiny Committee

The committee noted the report and that a progress report would be submitted to the next meeting.

IJB STRATEGIC RISK REGISTER UPDATE

11. The committee considered a report by the Chief Officer providing an update on the Integration Joint Board Strategic Risk Register together with the recent audit undertaken by the Council's internal audit service. It was noted that the objectives of the audit had been agreed by the committee on 25 September 2019.

A copy of the risk register and audit findings and action plan accompanied the report.

Having set out the risk matrix used to calculate risk scores, the report then referred to the meeting of the IJB on 12 August which had considered the risk register annual update and when it had been reported that all risk scores and risk measures had been reviewed and updated where necessary with three new risks being added to the register, details being listed. Details of those risks still considered to be high or significant post-mitigation were also outlined. It was highlighted that financial sustainability remained a high/red risk as last reported and that this was still considered red post-mitigation reflecting the current economic climate and uncertainty around COVID-19 and Brexit implications.

The report also referred to the internal audit review of the IJB's risk management arrangements, setting out the areas covered by the review it being noted that four recommendations had been made.

The committee noted the report.

CALENDAR OF MEETINGS

12. The committee considered and approved a report by the Chief Officer setting out a proposed calendar of meetings of the committee in 2021.

DATE OF NEXT MEETING

13. It was reported that the next meeting of the committee would take place on Wednesday 25 November 2020 at 9.00am.

CHAIR

