

**Minute of Meeting of the East Renfrewshire Integration Joint Board  
Performance and Audit Committee held on Wednesday 26 March 2025  
at 9:30am. in the Council Chamber, East Renfrewshire Council,  
Eastwood Park, Rouken Glen Road, Giffnock.**

**PRESENT**

Councillor Katie Pragnell	East Renfrewshire Council (Chair)
Councillor Caroline Bamforth	East Renfrewshire Council (online)
Anne Marie Kennedy	Non-voting IJB Member
Martin Cawley	NHS Greater Glasgow and Clyde Board (online)

**IN ATTENDANCE**

Lesley Bairden	Chief Financial Officer IJB
Michelle Blair	Chief Auditor (East Renfrewshire Council)
Pamela Gomes	Governance and Compliance Officer
Julie Murray	Chief Officer IJB
Margaret Phelps	Strategic Planning, Performance and Commissioning Manager
Steven Reid	Policy, Planning and Performance Manager
Grace Scanlin	Ernst & Young (online)
Craig Stevenson	Team Manager - Justice Service HSCP (online)
Lesleyann McDonald	NHS Greater Glasgow and Clyde (online)
Tom Kelly	Head of Adult Services: Learning Disability and Recovery
Raymond Prior	Head of Children's Services and Justice (Chief Social Work Officer)
Lee McLaughlin	Head of Adult Services: Communities and Wellbeing
John Burke	Democratic Services Officer
Bethany Mitchell	Assistant Democratic Services Officer

**APOLOGIES FOR ABSENCE**

Mehvish Ashraf	NHS Greater Glasgow and Clyde Board
Lynne Siddiqui	Community Rehabilitation Team Lead

**1. WELCOME AND INTRODUCTION**

- 1.1 With apologies from Mehvish Ashraf, Councillor Katie Pragnell would chair the meeting.
- 1.2 The Chair introduced herself and welcomed everyone to the meeting of the Integration Joint Board Performance and Audit Committee.

**2. DECLARATIONS OF INTEREST**

- 2.1 There were no declarations of interest intimated.

**3. MINUTE OF PREVIOUS MEETING: 20 NOVEMBER 2024**

- 3.1 The Committee considered and approved the Minute of the meeting held on 20 November 2024.

#### **4. MATTERS ARISING**

- 4.1 The Committee considered a report by the Chief Financial Officer providing an update that there were no matters arising from the meeting held 20 November 2024.
- 4.2 The Performance and Audit Committee noted the report.

#### **5. ROLLING ACTION LOG**

- 5.1 The Committee considered a report by the Chief Financial Officer providing details of all open actions which have been completed following the meeting on 20 November 2024.
- 5.2 There had been no changes to the Action Log from the November 2024 meeting.
- 5.3 The Performance and Audit Committee noted the report.

#### **6 ERNST AND YOUNG: PROVISIONAL AUDIT PLAN YEAR ENDED 31 MARCH 2025**

- 6.1 The Committee considered the Annual Audit Report Year Ended 2023/24 which had been prepared by Ernst & Young, the Integration Joint Board's External Auditors.
- 6.2 Grace Scanlin advised that this was the third year of a five year appointment that Ernst & Young had acted as the Integration Joint Board's External Auditor and highlighted key areas in the report.
- 6.3 Martin Cawley noted the highlighted reserve position and how this related to the audit report with the Integration Joint Boards across the country, and the difficult financial climate and conditions. He asked how much this would feature in the overall report.
- 6.4 Grace Scanlin confirmed it would be challenging, however, the financial sustainability aspect couldn't be solved by IJBs themselves. A report was being prepared to be brought to the IJB in future relating to the way forward in the current financial climate. This was welcomed by the Chair.
- 6.5 The Performance and Audit Committee noted the report.

#### **7. AUDIT SCOTLAND REPORT: INTEGRATION JOINT BOARDS FINANCE BULLETIN 2023/24**

- 7.1 The Committee considered a report by the Chief Financial Officer regarding the Accounts Commission finance bulletin prepared by Audit Scotland in March 2025.
- 7.2 A summary of the financial position 2023/24 was provided within the report with reference to an online tool which would allow further comparison to other Integration Joint Boards to be made.
- 7.3 The report referenced the performance information which would be added to the report by autumn. The challenges arising from the demand for services and increased pressure regarding workforce constraints, including inflation, were recognised.

- 7.4 Paragraph 9 highlighted six key messages, with the lead message being that Integration Joint Boards continued to be in a precarious position, with most joint boards reporting decreases in reserves.
- 7.5 The worsening position at the end of 2023/24 was outlined, with a £560m funding gap expected in the coming year. The high level of turnover with Chief Officers and Chief Financial Officers was also noted, which could have a negative impact in terms of the loss of experience and knowledge within IJBs.
- 7.6 The Chief Financial Officer concluded by detailing the increase in savings requirements and the impact this was having on services. It was noted that not all of those savings had recurring benefit, and many were one-off savings that could not be repeated in future years. The Chair added that this was under discussion in relevant COSLA committees and work was taking place toward achieving a more satisfactory outcome for IJBs.
- 7.7 Lesleyann McDonald noted that this report is immensely useful and highlighted the widespread nature of the issues raised. She expressed the view that candid conversations would need to take place with communities around the potential impact on services. She also referred to point six with IJBs working together with partner organisations in a collaborative way.
- 7.8 The Chief Officer noted that this collaboration was taking place and identified a number of areas where HSCPs were working together to achieve best practice and improve outcomes for all service users.
- 7.9 Martin Cawley commended East Renfrewshire officers in their work. He agreed that engaging with the public on what lies ahead is key and that this dialogue has very much started. He asked for clarification on issues around turnover of senior officer positions.
- 7.10 The Chief Officer advised that the role of HSCP Chief Officer was a difficult one and required a great deal of effort to balance tensions between multiple organisations. However, she stressed that there was a national awareness of the difficulty of the role.
- 7.11 The Performance and Audit Committee agreed to note the report.

## **8. PERFORMANCE UPDATE – QUARTER 3, 2024-25**

- 8.1 The Committee considered a report by the Steven Reid, Policy, Planning and Performance Manager on the Performance Update for Quarter 3, 2024 – 25.
- 8.2 The HSCP continued to demonstrate positive performance, including;
- 94% of people accessing psychological services
  - 100% of people accessing addition and recovery within three weeks maintained
  - delay discharge has reduced
  - unplanned hospital admissions remains on target
  - unplanned hospital bed days has reduced
- 8.3 It was indicated that there were a smaller number of data updates during Quarter 3 than at the end-year position, due to the nature of some performance indicators not being available until after the year had concluded.

- 8.4 Councillor Bamforth noted the A&E admissions from care homes had increased and asked what could be done to address this.
- 8.5 The Head of Adult Services: Communities and Wellbeing, informed the Committee that the picture was currently improving. There had been targeted action from the HSCP to care home residents with a number of different projects to support them. A scheme was highlighted where care homes could contact a clinician on a virtual basis to identify whether hospital attendance was in the best interest of the patient. This had also helped anxiety in families. There had also been an increase in the working week of the care home liaison nurse service to seven days for additional support to care homes. It was expected the impact of this would be seen in the next quarter's figures.
- 8.6 Councillor Bamforth added that emergency admissions had also increased and asked what was being done to address the situation.
- 8.7 The Chief Officer agreed that more could be done and work was progressing around the causes of emergency admissions to identify alternative approaches. In particular, with the ambulance team around admissions from falls and redirecting people who did not have an emergency regarding health. An exception report on care home admissions will be provided at a future meeting.
- 8.8 Lesleyann McDonald asked if the figures around delayed discharge included Adults with Incapacity (AWI), and how many AWI patients were included. She also asked if the criteria of people being referred to enablement services needed to be looked at.
- 8.9 The Head of Adult Services, Communities and Wellbeing answered that there were 12 delayed discharges and 7 included AWI. There was a significant difference to previous years due to the complexity of needs with people requiring legal aid to make decisions. There was also a reported higher number of individuals subject to AWI consideration who were under 65 years of age. She indicated that there had been some delays at court with some cases and she and the Chief Social Work Officer, would continue to raise the issue with partners.
- 8.10 The Chief Officer further confirmed that she was confident that those referred to enablement did require the service.
- 8.11 Martin Cawley noted an increase in issue of Community Payback Orders (CPO) and asked if this was influenced by the courts and custodial sentences.
- 8.12 The Team Manager Justice Service HSCP, agreed that he had seen a rise in orders relating to short term and long term sentences. There was an expectation that non-custodial sentences would be preferred where appropriate. He indicated that the matter was under discussion currently.
- 8.13 Further to this, the Chair noted that she was due to meet with Craig to discuss the issue from an East Renfrewshire perspective on how to feed into the appropriate COSLA forum.
- 8.14 The Performance and Audit Committee noted the report and requested that an exceptions report on care home admissions to Accident and Emergency would come to the next meeting of the Performance and Audit Committee.

## **9 CARE AT HOME INSPECTION REPROT**

- 9.1 The Committee considered an inspection report on the Care at Home Service. The report provided members with an overview of findings from the recent Care Inspectorate inspection undertaken in January 2025, and their report published on 26 February 2025. It was noted that this inspection was carried out during Storm Eoywn and the response to that difficult situation was commended.
- 9.2 The report's key messages were that service users were being treated with dignity and respect; being able to live independently; and there were a number of positive personal stories included which personalised the information. The Care Inspectorate noted areas for improvement surrounding scheduling and monitoring to ensure greater continuity as well as care planning. It was noted in the report that leadership arrangements had improved. A re-assessment would take place on 5 May 2025 regarding training and scheduling with the added requirement that care plans were updated to reflect a person-centred approach.
- 9.3 Due to an error in the covering report at paragraph 8, the Head of Adult Services: Communities and Wellbeing presented the correct data to the Committee. The amended table is included as an appendix to this minute.
- 9.4 Lesleyann MacDonald asked what progress has been made regarding the scheduling, recruitment and care plans. The Head of Adult Services: Communities and Wellbeing responded that there was progress being made in recruitment. Employees had been recruited from a neighbouring HSCP that had experience in using the same electronic system. However, it had been discovered that those employees used the system differently to East Renfrewshire's method, which resulted in the need for further training and did not provide the quick solution which had been anticipated.
- 9.5 The Chair asked if the requirements made were going to be met by 5 May.
- 9.6 The Head of Adult Services, Communities and Wellbeing confirmed that there was an action plan in place to meet the requirements.
- 9.7 The Performance and Audit Committee noted the progress and content of the report.

## **10 FOSTERING SERVICE INSPECTION REPORT, 11 ADOPTION SERVICE INSPECTION REORT & 12 ADULT PLACEMENT SERVICE INSPECTION REPORT**

- 10.1 The Chief Social Work Officer, advised that, due to the connected nature of the reports, with the permission of the Chair, he would present agenda items 10, 11 and 12 as one.
- 10.2 All three reports received a Grade 5 and contained many positive comments of the excellent work being carried out by the HSCP's staff in each area. There were no inspection requirements for the Fostering Service but one area for improvement had been indicated regarding care plans, though it was advised that this had already been actioned. There were no inspection requirements for the Adoption Service and one area for improvement around legislation which would commence in April 2025. There were no inspection requirements for Adult Placement Service and two areas for improvement. These were that training should reflect the care of the young adult and care plans should be regularly reviewed when circumstances change. These would be progressed in April 2025.

- 10.3 All present congratulated the Chief Social Work Officer on the excellent reports, in particular given the difficult financial situation and asked that their comments be passed on to the staff on these excellent reports. It was noted that the dedication and effort of the staff is so important.
- 10.4 The Chair thanked the Chief Social Work Officer for the excellent report and the work done by the teams. Given the difficult financial position currently the high level of standards have been maintained.
- 10.5 The Performance and Audit Committee noted the reports.

### **13 AUDIT UPDATE**

- 13.1 The Committee considered a report from the Chief Financial Officer regarding to any new audit activity since last reported to Performance and Audit Committee in November 2024.
- 13.2 Michelle Blair, Chief Auditor, noted that a further two NHSGGC reports were received yesterday with minor improvements mentioned. She also noted that from follow up work a further 2 recommendations can be removed. These will be included in the next update.
- 13.3 The Committee noted the report.

### **14 INTEGRATION JOINT BOARD: STRATEGIC RISK REGISTER**

- 14.1 The Committee considered a report from the Chief Financial Officer regarding an update on the IJB Strategic Risk Register. The Chief Financial Officer noted that the long term approach to the risk register was being reviewed. Any proposed changes would be brought to the Performance and Audit Committee in due course.
- 14.2 Business continuity was tested robustly during Storm Eoywn, however, there were no significant issues reported. The HSCP staff were commended for their effort and hard work during this time and had proved that they go above and beyond for service users.
- 14.3 The Chair noted that it was reassuring the systems in place were upheld during the storm and that they were robust. There is no doubt that such situations would arise again in the future.
- 14.5 The Performance and Audit Committee noted the report.

### **15 DATE OF NEXT MEETING**

- 15.1 The Chair informed the Committee of the date of next meeting which would be Wednesday 26 June at 1pm.
- 15.2 The Performance and Audit Committee noted the date.

The meeting ended at 10.30am.

**CHAIR**