

AUDIT AND PERFORMANCE COMMITTEE OF THE PERTH AND KINROSS INTEGRATION JOINT BOARD

Minute of Meeting of the Audit and Performance Committee of the Perth and Kinross Integration Joint Board (IJB) held via Microsoft Teams on Monday 14 September 2020 at 9.30am.

Present: Councillors C Purves (Chair) and J Duff (both Perth and Kinross Council), P Kilpatrick (Tayside NHS Board) and B Campbell (Carer Public Partner).

In Attendance: G Paterson, Chief Officer (from Item 4.1 onwards); J Smith, Chief Financial Officer; D Fraser, D Mitchell, C Jolly, F Low, C Paton, S Strathearn and P Jerrard (all Perth and Kinross Health and Social Care Partnership); J Clark, Chief Internal Auditor; S Hendry and A Taylor, Corporate and Democratic Services (Perth and Kinross Council); M Wilkie and C Windeatt (up to Item 6) (both KPMG).

Apologies: R Erskine (Tayside NHS Board); H Dougal and E Devine (both Perth and Kinross Health and Social Care Partnership).

Councillor Purves, Chair.

1. WELCOME AND APOLOGIES

Councillor Purves welcomed all those present to the meeting and apologies were submitted and noted as above.

2. DECLARATIONS OF INTEREST

There were no Declarations of Interest made in terms of the Perth and Kinross Integration Joint Board Code of Conduct.

3. MINUTE OF PREVIOUS MEETING

3.1 MINUTE OF MEETING OF THE AUDIT AND PERFORMANCE COMMITTEE OF 22 JUNE 2020

The minute of meeting of the Audit and Performance Committee of the Perth and Kinross Integration Joint Board of 22 June 2020 was submitted and approved as a correct record.

3.2 ACTION POINTS UPDATE

The Committee noted that no actions were currently outstanding.

3.3 MATTERS ARISING

The Chief Financial Officer advised that the appointment of a Risk Champion for the IJB will also be included on the next iteration of the Action Points Update.

4. GOVERNANCE & ASSURANCE

4.1 STRATEGIC RISK MANAGEMENT UPDATE

There was submitted a report by the Chief Financial Officer (G/20/81) providing an update on progress in managing the IJB's Strategic Risk Management Profile and the development of the COVID-19 Risk Register.

The Chief Finance Officer provided details of the continued efforts to mitigate several risks which have presented themselves in relation to dealing with the pandemic and are at the heart of our COVID-19 response and renewal plans. She also provided details of the revised road map detailing the timeline for the revision of the Strategic Risk Register which takes into account the COVID risks. The work to date has shown that COVID-19 will have a significant impact on the strategic risks, both positive and negative. She advised that the timeline remained extremely challenging.

Councillor Duff made reference to the risk regarding the wellbeing of staff, noting the successful mitigating actions which have been put in place and queried whether there were any concerns regarding staff absence rates in general during the pandemic. In response, the Chief Financial Officer proposed that a briefing on this would be provided to members after today's meeting.

Councillor Duff also requested an update on sustainable digital care and the roll out of Technology Enabled Care (TEC). In response, S Strathearn advised that new TEC Strategy Boards were now up and running with timelines and action plans currently being developed with a view to rolling these out to our digital strategies.

Councillor Purves made reference to winter planning and queried at what stage preparations are in relation to this and whether any extra considerations are being taken this year regarding additional winter flu vaccinations. In response, the Chief Officer advised that some significant work is currently underway to ensure that we have capacity to deliver on an expanded flu immunisation programme. He further stated that a pan-Tayside approach is being taken with this which involves close working with NHS Tayside with local arrangements with capacity being expanded via various sources also being put in place. He also confirmed that this would be a significant undertaking but was confident that the flu immunisation programme will be able to be successfully delivered. He also advised that a report on Winter Planning Provision will be submitted to the next meeting of the IJB on 23rd September.

Councillor Purves also made reference to constituent's concerns in relation to people being reluctant to use public transport to get into a pharmacy to have the flu vaccination. In response, the Chief Officer acknowledged this and stated that this is

something the Partnership would be looking to address and will provide the IJB with some assurance on at its meeting later this month.

Resolved:

- (i) The progress in relation to the Perth and Kinross Health and Social Care Partnership's COVID-19 Risk Register as detailed in Appendix 1 to Report G/20/81 be noted.
- (ii) The planned work by the Partnership's Risk Steering Group in developing the IJB's Strategic Risk Register, be noted.
- (iii) A redeveloped IJB Strategic Risk Register be brought to the next meeting of the Audit and Performance Committee on 30 November 2020.

4.2 AUDIT RECOMMENDATIONS UPDATE

There was submitted a report by the Chief Financial Officer (G/20/82) providing an update on progress with the implementation of all internal and external audit recommendations arising since the formal inception of the Integration Joint Board (IJB) on 1 April 2016.

The Chief Financial Officer advised that there were 45 recommendations overall, with 38 of those completed, 1 part complete with a further 6 currently overdue. She further advised that recommendations relating to Clinical, Care and Professional Governance had now been embedded back into report.

The Chief Officer further explained some of the activity which was underway in relation to Clinical, Care and Professional Governance and of the strong level of assurance which can be provided by this. He also advised that a paper will be brought to a future meeting of the IJB following on from discussion which took place at a recent IJB development session.

Councillor Purves made reference to reports which are produced in relation to Hosted Services by the other IJBs and queried whether these could be brought to Perth and Kinross IJB in order to provide a level of assurance as to how these services are being delivered in order to enable the IJB to be made aware of any emerging issues. In response, the Chief Officer concurred with this suggestion and agreed this could be considered whilst the review of the Integration Scheme is progressed.

Councillor Purves also made reference to community engagement and the ongoing programmes of work taking place in NHS Tayside as well as Perth and Kinross Council and queried what the Partnership was doing to link into these. In response, the Chief Officer advised that he was an active member of the Executive Officer Group and Chief Executive Group within Perth and Kinross Council which enables him to bring information back to the Partnership. He further stated that this could be built on at Community Planning Partnership level and how Perth and Kinross Health and Social Care Partnership could have more input. He also advised the Partnership were also looking at assigning lead responsibility to locality managers around community development to support the work already happening with COVID-19 already having provided some opportunities around the way communities have mobilised with a view to building upon these.

Councillor Duff made reference to strategic and corporate planning capacity and queried what actions have been taken to fill these gaps. In response, the Chief Officer advised that the Partnership has been realigning portfolios within the existing capacity and a gap analysis will be undertaken to determine what priorities will be able to be delivered on. The Chief Financial Officer also stated that the Executive Management Team had also been looking at the creation of additional fixed term posts to take forward key priority areas.

Resolved:

The progress made to date on implementing agreed recommendations be noted.

4.3 INTERNAL AUDIT STRATEGY & PLAN 2020/21

There was submitted a report by the Chief Financial Officer (G/20/83) seeking approval of the Annual Internal audit Plan for Perth & Kinross Integration Joint Board for 2020/21.

The Chief Internal Auditor advised that the strategy for internal audit is to deliver a risk based internal audit service by designing planned activity around the key risks to the IJB from achieving its objectives. She further advised that three assignments would be progressed in 2020-21, relating to Improvement Actions, Corporate Support and Commissioned Service Providers. She also advised that the delivery of the plan may be affected by any further impact of COVID-19 but this would be communicated to this Committee should this be the case.

Councillor Purves made reference to the section of the report that details that some staff had been retasked in the earlier stages of the pandemic and queried whether they had now returned to the internal audit function. In response, the Chief Internal Auditor confirmed that all staff have returned to their substantive roles as of this week.

Councillor Duff queried the gradings in the report and sought clarification as only one report had a grade. In response, the Chief Internal Auditor stated that the definition of the grades was included in the appendix and advised that as some of the work was consultancy based in nature then no formal grading would be allocated to that work.

P Kilpatrick made reference to the audit process and queried the relationship with risk and what the outcomes are from the audits. In response, the Chief Internal Auditor agreed to meet with Mrs Kilpatrick out with today's meeting to discuss the process and outputs.

Resolved:

The Internal Audit Strategy and Plan for 2020/21 as detailed in Report G/20/83, be approved.

4.4 INTERNAL AUDIT PROGRESS REPORT

There was submitted a report by the Chief Internal Auditor (G/20/84) providing an update on progress in relation to Internal Audit's planned activity.

The Chief Internal Auditor advised that there has been a delay with the completion of the 2019/20 audit plan with one report now being considered at a future meeting of this Committee, one report considered at this meeting and there will be no report from the Improvement Actions audit as this was on a consultancy basis.

Resolved:

- (i) The progress made in the delivery of the 2019/20 Internal Audit Plan as detailed in Report G/20/84, be noted.
- (ii) The outcome from the consultancy assignment as detailed in Report G/20/84, be noted.

4.5 INTERNAL AUDIT REPORT - PERFORMANCE MANAGEMENT (PKIJB 19-02)

There was submitted a report by the Chief Internal Auditor (G/20/85) reviewing the arrangements in place for the adequateness and effectiveness of the measurement and reporting of performance.

The Chief Internal Auditor advised that these were categorised as category B, which is broadly satisfactory. She further stated that the report contains one priority recommendation where progress will be updated via the Audit Recommendations report.

P Kilpatrick queried if comparative performance year on year with Scottish top performers could be considered instead of just against our own performance. In response, the Chief Officer advised that the Annual Performance Report compares our performance against previous years and also against the Scottish average. He further advised that there was an opportunity to use the existing benchmarking groups to consider how we compare with recognised similar groups in relation to rurality and scale and this will be considered for future reporting.

Councillor Duff queried about IT issues and business systems staff offering support to staff in relation to running specialist regular reports. In response, S Strathearn stated that there are technical issues with the differing systems in place but that there was a desire to have synchronicity across the systems as well as common diaries. He further advised that some reports were too complex to allow users to run them independently so support would be offered in these instances. The Chief Financial Officer concurred with this and advised that this was the ambition and for an environment to be created where users can access data on a self-service basis.

Resolved:

The contents of Report G/20/85, be noted.

4.6 PARTNERSHIP IMPROVEMENT PLAN

The Chief Officer provided the Committee with a verbal update on this item.

He advised that steady progress has been made in several activities but, as highlighted at the last meeting, there have been some challenges in making progress in certain areas. He further advised that a detailed review has been taking place on areas where there has been slippage with realignment of capacity to priority areas occurring and identification of where some additional capacity is needed. He further acknowledged that progress has not happened as expected and as reported to the last Committee meeting but COVID-19 had unfortunately impacted on capacity and this has not been able to be a priority. He provided assurance that the Partnership were now committed to doing this now and hoped to be able to report more effectively when the Committee next meets.

Resolved:

The Committee noted the position.

5. AUDITED ANNUAL ACCOUNTS 2019/20

5.1 ASSURANCES RECEIVED FROM PARTNER

There was submitted a report by the Chief Financial Officer (G/20/86) regarding the governance arrangements in place at NHS Tayside, Perth and Kinross Council and the other Tayside IJBs.

Resolved:

- (i) It be noted that assurance had been received from all partners;
- (ii) It be noted that Perth and Kinross IJB had provided assurance to all parties that adequate and effective governance arrangements were in place during 2019/20.

5.2 AUDITED ANNUAL ACCOUNTS 2019/20

There was submitted a report by the Chief Financial Officer (G/20/87) presenting the IJBs Audited Annual Accounts for the period to 31 March 2020.

The Chief Financial Officer advised that despite significant workload challenges the unaudited annual accounts were able to be brought to the last Committee meeting for approval as per the deadline. These were then passed to Audit Scotland to allow the external audit to commence. She also expressed her thanks to KPMG who had to work in an extraordinary environment this year and for their flexibility. She also wished to express her gratitude to the Perth and Kinross Design Team for the work they have put in to maintain the user-friendly format and also to the Partnership's Finance Team who had worked well with external audit to ensure this report was produced.

M Wilkie concurred with the Chief Financial Officer that this has been an unusual year having to produce this piece of work remotely and that for everyone to meet the original timescales was a significant achievement.

Councillor Duff wished to also formally recognise the achievements of all in getting the accounts delivered within the timeframes as well as recognising the outturn going from a £4.2m overspend down to a £1.8m overspend.

Councillor Purves highlighted that workforce planning had again been raised in this report as an area still requiring attention. In response, the Chief Officer advised that some discussions have been taking place with the Executive Management Team around this as a document had to be prepared in relation to workforce planning activity which has taken place in relation to the pandemic. He advised that this had significantly helped the Partnership recognise that workforce planning needs advanced and developed and that work will continue to be progressed in this regard. He further stated that some of the workforce challenges in areas such as succession planning, doctors, nurses, psychologists and psychiatrists as well as social care would be the areas focussed on in the coming months.

The recommendation in relation to stability of Board membership and the issue of having discussions with Partners responsible for appointment was discussed. In response, M Wilkie accepted that this can prove to be a challenge but that that external audit has a responsibility to highlight this and that the IJB should raise this challenge with the Partner bodies

M Wilkie advised that the overall conclusion was that the IJB aims to conduct its work in a transparent way and takes sufficient steps to do that.

Resolved:

- (i) The Audited Annual Accounts for 2019/20 as detailed in Appendix 2 to Report G/20/87, be approved.
- (ii) KPMG's Annual Audit Report to members of Perth & Kinross IJB and the Controller of Audit on the 2019/20 Audit be approved for consideration by the IJB.
- (iii) The Letter of Representation be approved for signature by the Chief Financial Officer.

C WINDEATT LEFT THE MEETING AT THIS POINT.

6. PERFORMANCE

6.1 PERTH & KINROSS HEALTH & SOCIAL CARE PARTNERSHIP ANNUAL PERFORMANCE REPORT 2019/20

There was submitted a report by the Chief Officer (G/20/88) presenting the Annual Performance Report for Perth and Kinross Health & Social Care Partnership for 2019/20.

Councillor Purves commented that the report showed that we were performing quite well compared to the rest of Scotland but that some more constructive criticism from service users would be beneficial and it was important to also look at areas for improvement and best practice examples in relation to localities and local action partnerships would also be welcome.

Councillor Duff made reference to the lack of services in rural areas and specifically the investment in Mindspace detailed in the report and queried whether there were any plans to extend this into Highland Perthshire. In response, the Chief Officer stated that additional funding has been provided to Mindspace during the pandemic but was unable to confirm that they would be extending to Highland Perthshire but would come back to him out with the meeting on this.

B Campbell made reference the Mental Welfare Commission section report, specifically into the Moredun Ward at Murray Royal. She noted that the report states very positive feedback received from the inspectors regarding staff engagement but later in the report there are 8 recommendations made in relation to this and queried whether this seemed a bit contradictory. In response, the Chief Officer stated that the positive feedback is in relation to staff engagement and patient's involvement and involves patients themselves speaking positively although he noted that this does not detract from the key recommendations in relation to improvements which need to be made.

Resolved:

- (i) The Annual Performance Report for 2019/20 as detailed in Appendix 1 to Report G/20/88 be approved.
- (ii) The progress towards achievement of the aims outlined within the Strategic Commissioning Plan 2020:2025, be noted.

7. FOR INFORMATION

The following report was submitted and noted for information:

7.1 AUDIT & PERFORMANCE COMMITTEE WORK PLAN 2020/21 (G/20/89)

7.2 AUDIT & PERFORMANCE COMMITTEE RECORD OF ATTENDANCE 2020/21 (G/20/90)

8. PRIVATE DISCUSSION

There was no private discussion between members of the Committee and the Chief Internal Auditor.

9. DATE OF NEXT MEETING

Monday 30th November 2020 at 9.30am.