



**MINUTES OF THE MEETING OF THE
EAST LOTHIAN INTEGRATION JOINT BOARD
AUDIT & RISK COMMITTEE**

**TUESDAY 19 MARCH 2019
COUNCIL CHAMBER, TOWN HOUSE, HADDINGTON**

Members Present:

Councillor S Kempson (Chair)
Councillor F O'Donnell
Mr A Joyce

Officers Present:

Mr A Allan
Ms C Flanagan
Ms M Goodbourn
Ms D Gray
Ms A MacDonald
Mr C McCurley

Others Present:

Mr M Duff, Audit Scotland

Clerk:

Ms F Currie

Apologies:

Ms F Ireland

Declarations of Interest:

None

1. MINUTES OF THE IJB AUDIT AND RISK COMMITTEE MEETING OF 10 JANUARY 2019

The minutes of the East Lothian IJB Audit and Risk Committee meeting held on 10 January 2019 were approved.

2. MATTERS ARISING FROM THE MINUTES OF 10 JANUARY

The following matters arising were discussed:

(Item 3) – The Chair referred to comments made by Audit Scotland regarding the need to ensure that the IJB had sufficiently detailed information available when making financial decisions. She asked if this information was now becoming available.

Claire Flanagan explained that she prepares a finance update for each IJB meeting including the year-to-date position, end-year projections, and the results of any discussions with the Partners. Ms Flanagan confirmed that she had had discussions with NHS Lothian regarding the use of their projected underspend and that she had written to the Council's Section 95 Officer about the risk of not achieving a balanced year end position.

(Item 4) – The Chair asked if a briefing had been arranged for Councillors on the work of the IJB.

Alison MacDonald outlined her intention to hold a programme of discussions with Councillors on a Ward by Ward basis. Councillor Fiona O'Donnell thought that this approach would work better than holding a single briefing session for all Councillors and would allow each meeting to focus on local issues and decisions.

Ms MacDonald also indicated that she and the Chair and Vice Chair of the IJB had discussed the possibility of holding IJB meetings in different venues throughout the county.

The Chair welcomed this suggestion which she hoped would improve local groups' understanding of the constraints facing the IJB as part of their decision-making.

3. INTERNAL AUDIT REPORTS

a. WORKFORCE PLANNING

A report was submitted by the Senior Auditor informing the Committee of the recently issued audit report on Workforce Planning which had been prepared by the NHS Lothian Internal Audit Team.

Colin McCurley presented the report outlining the findings of the audit and summarising the areas with scope for improvement. Five control objectives had been reviewed; of which three had received Significant Assurance and two had received Moderate Assurance. Mr McCurley reported that there had been a good level of liaison with all professional groups regarding the preparation of the plan and a good level of discussion at associated committee meetings. In respect of the findings, he highlighted the need to ensure an appropriate level of training for those staff tasked with workforce planning and the inclusion of SMART objectives and related performance indicators (KPIs) as the plan develops.

The Chair referred to the transfer of Children's Services to within the Education Service and asked about the impact on the IJB's finances. Ms Flanagan explained that although Children's Services had come under the responsibility of the Partnership it was not a function of the IJB. Therefore while the move would impact on the Partnership's finances there would be no change to the IJB's budget.

In response to questions from Councillor O'Donnell, Mr McCurley advised that the audit had looked at the process of producing the workforce plan rather than the detail of the plan itself. He also confirmed that the Scottish Government had yet to issue its guidance on the process.

Ms MacDonald indicated that the main workforce plan covered all staff and, in addition, each service would have their own plan. She added the Strategic Change Board would be involved in the development of the plans and the Partnership was also engaging with the third sector to look at the challenges and how to engage better with the third sector to identify solutions.

The Chair commented on the difficulty of pulling together all of the information from different sectors and producing a plan to deal with so many potential changes in staffing.

In reply to a question from Ms Flanagan, Stuart Allan confirmed that the change to Children's Services would be reflected in any follow-up work.

Decision

The Committee agreed to note the contents of the audit report.

b. PARTICIPATION AND ENGAGEMENT

A report was submitted by the Senior Auditor informing the Committee of the recently issued audit report on Participation and Engagement which had been prepared by East Lothian Council's Internal Audit Team.

Mr Allan presented the report outlining the scope and findings of the audit and informing members that, overall, Internal Audit were able to offer Reasonable Assurance on the adequacy and effectiveness of the arrangements in place. He also drew attention to the recommendations contained in the report and confirmed that these had been accepted by Management and implementation dates agreed.

Councillor O'Donnell asked if the East Lothian Community Care Forum had been included in the audit work. Mr Allan replied that the auditors had looked more generally at the information provided to the IJB on engagement work. They had reviewed the reports submitted and had also spoken to officers. He said that the information contained in reports was not always highlighted as well as it could be. He suggested the preparation of an annual report to set out all of the engagement activities carried out and assess their effectiveness, particularly in relation to impact.

Councillor O'Donnell observed that detailed discussions often take place at other meetings than the IJB, for example Change Boards. She also commented on the need to manage people's expectations of the engagement process.

Ms MacDonald acknowledged that officers could improve the way that they lay out the parameters of each consultation and, by being clearer, avoid raising the wrong expectations.

The Chair added that there was always the danger of the loudest voices dominating the debate and it was important to get as broad a response as possible.

Mr Allan recognised that more formal routes such as the Consultation Hub were not always the best approach, however, this was only one of many options. He hoped that an annual report would identify where engagement was working well and would inform future consultations.

The Chair asked how they should assess the impact of any engagement activity. Mr Allan referred to the National Standards set out in his report and the importance of being clear about the parameters and outcomes right at the start.

Decision

The Committee agreed to note the contents of the audit report.

4. IJB RISK REGISTER (DISCUSSION/UPDATING/DEMONSTRATION OF THE DATIX SYSTEM)

The Chief Officer introduced this item explaining that the IJB risk register was part of an IT platform called Datix which recorded all of the relevant information about each identified risk. She said that the Health and Social Care Partnership (HSCP) risk register was also part of the Datix system and its operational risks linked to the strategic risks in the IJB risk register. She added that the Datix system issued notifications when risks were due to be reviewed and this acted as a prompt to officers to consider and update the document as necessary.

Ms MacDonald introduced her colleagues from NHS Lothian, Melissa Goodbourn and Diane Gray, who had been invited to give a presentation on the Datix System.

Ms Goodbourn presented a brief overview of the system and how it, and the processes which supported it, could assist in the monitoring and management of risk. She began by looking at the IJB risk register which included a detailed description of each risk; the measures put in place to mitigate the risk; and whether these were adequate or if further action was required. She explained that each risk had a current risk level and a target risk level measured using a matrix of likelihood and impact. The target level related to the level anticipated once mitigation was in place.

Ms Goodbourn informed members that where there was a defined risk and mitigation measures the Datix system could assign an officer as the risk holder/manager who would be responsible for reviewing the risk, identifying any further actions required and monitoring progress. The system updated automatically when a note was added and could provide a constant record of progress. She suggested that Datix could be used to link in with reporting to the Audit & Risk Committee by prompting an update of the register prior to each meeting.

Alex Joyce asked who had the authority to alter records. Ms Goodbourn explained that she, Ms Gray and others in their team could do so but risk owners could only update or close their own assigned risks. Ms Gray added that the team could also set review dates for risks and send notifications to risk owners asking them to update the system.

Ms Flanagan suggested that the meeting dates for the Audit & Risk Committee be added to the system to ensure that an updated risk register could be presented to each meeting.

Councillor O'Donnell asked how risks were tracked on the system when they were shared between services, e.g. housing and health. Ms MacDonald explained that Housing Services had their own system for recording risks and that individual clients would have their own care plans. However, she reminded members that the IJB and HSCP risk registers were designed to manage broader strategic and operational risks.

Responding to further questions from Councillor O'Donnell, Ms Flanagan said that continually reviewing the risk register and giving it a higher priority than previously would help the IJB to achieve better outcomes. Ms MacDonald added that it was important to be aware of potential risks and understand the interconnectedness of strategic and operational risks.

Mr Joyce asked what might cause an operational risk to be elevated to a strategic risk and who or how this would be identified. Ms Flanagan said that anything which might impact on the delivery of the IJB's Strategic Plan and Directions would be considered relevant. Ms MacDonald said that many of the risks were discussed at the Clinical Care Governance Committee and other operational groups. In addition, operational managers were responsible for monitoring specific risks and there were other forums available to escalate matters if necessary.

Ms MacDonald advised members that the IJB risk register was due for review and she invited them to consider whether the updates should be made at this or the next meeting. Councillor O'Donnell indicated that she would prefer to give some further thought to the register before agreeing any changes. Ms MacDonald agreed to undertake some minor 'housekeeping' of the risk register in the meantime and to arrange for a full review and update of the document at the next meeting.

Mr Allan suggested a couple of changes to the layout of the document – including planned risk control measures and reviewing or clarifying the wording used in the adequacy of controls column. Ms Goodbourn agreed to consider how best these changes could be achieved within the parameters of the current system.

The Chair thanked Ms Goodbourn and Ms Gray for a very helpful presentation which had she said assisted her understanding of the risk register and the wider management of risk.

Decision

The Committee agreed to review and update the IJB risk register at their next meeting.

Signed

Susan Kempson
Chair of the East Lothian IJB Audit and Risk Committee