



CÙRAM IS SLÀINTE NAN EILEAN SIAR

INTEGRATION JOINT BOARD

MINUTE OF MEETING
30 MARCH 2023
HELD AT 10:00AM
VIA MICROSOFT TEAMS

Voting Members Present:

| | |
|---------------------|---|
| Abdul Elghedafi | Non-Executive Director, NHS WI |
| Calum MacLean | Councillor, CnES / IJB Chair (Chair of the meeting) |
| Kenneth J. MacLean | Councillor, CnES |
| Donald MacSween | Councillor, CnES |
| Gillian McCannon | Non-Executive Director, NHS WI / IJB Vice-Chair |
| Jocelyn McConnachie | Non-Executive Director, NHS WI |
| Annetta Smith | Non-Executive Director, NHS WI |
| Susan Thomson | Councillor, CnES |

Non-Voting Members Present:

| | |
|-----------------|---|
| Cathie Anderson | Lead Nurse Community Services |
| Debbie Bozkurt | Chief Finance Officer, IJB |
| Nick Fayers | Chief Officer, IJB |
| Jack Libby | Chief Social Work Officer, CnES |
| Karen Taylor | Patient Representative, Patient Panel |
| Dene MacLeod | Chief Executive Hebridean Housing Partnership |
| Carolyn MacPhee | Third Sector Interface Representative |
| Morag Munro | Third Sector Representative |
| Dana Murray | Union Representative, NHS WI |

In Attendance:

| | |
|------------------|--------------------------------------|
| Malcolm Burr | Chief Executive, CnES |
| Gordon Jamieson | Chief Executive, NHS WI |
| Donald MacAulay | Scottish Ambulance Service |
| Emma MacSween | Head of Partnership / Community Care |
| Michelle McPhail | Corporate Business Manager, NHS WI |

1. WELCOME

Cllr. MacLean took the Chair and led the meeting, welcoming all those attending.



2. APOLOGIES

| | |
|---------------------|--|
| Fiona Black | Union Representative, CnES, proxy |
| Julia Higginbottom | Non-Executive Director, NHS WI - Proxy |
| Tim Langley | Legal and Procurement Manager, CnES |
| John MacIver | Hebridean Housing Partnership ~ Proxy to Dena MacLeod |
| Peggy MacKay | Third Sector |
| Eoin MacNeil | Third Sector |
| Dr. Brian Michie | GP Representative |
| Ann Moqbel | Service User Representative |
| Dr. David Rigby | Non-Executive Director, NHS WI – Voting Member Proxy |
| Michelle Taylor | Family Planning Manager, NHS WI |
| Dr. Francis Tierney | Scottish Ambulance Service |
| Sheena Wright | Non-Executive Director / Voting Member |
| Dr. Maggie Watts | Director of Public Health, NHS WI – Voting Member Proxy |

3. DECLARATIONS OF INTEREST

No declaration(s) of interest(s) were raised in relation to any of the agenda items to be discussed.

4. MINUTES

4.1 IJB Board Minute of 23 February 2023

The Minutes of the Integration Joint Board held on 23 February 2023 was approved as a correct record of the discussion held with no amendments.

Decision: The Board formally approved the minutes.

Action: No actions required.

4.2 Matters Arising

No issues raised

Decision: -

Action: No action required.



4.3 Action Points

The Chair asked Michelle McPhail to take Members through the Action Points. The following points were raised:

24.09.20 – 7.4 Review of Integration Scheme ~ Nick Fayers advised that he has met with Tim Langley and work is progressing and in line with Scottish Government colleagues. **UPDATE**

16.12.21 – 6.2 Timetable 2022 – Nick Fayers is addressing this and has obtained the comprehensive list of those colleagues working across the partnership and he will be contacting them to ascertain their ability to continue to support the IJB. Available for August 2023. **UPDATE**

16.12.21 – 6.2 Timetable 2022 – Establishing the Strategic Planning Group – The development of the Group will be formed once the Strategic Plan has been agreed. This item is on hold. **ON HOLD / UPDATE**

30.06.22 – Code of Conduction & Declaration of Interest - Michelle McPhail advised that to date only a limited number of people have made their declaration. Given the amount of time which has elapsed a fresh declaration submission is now required. The register will be updated and presented in August 2023. **UPDATE**

25.08.22 – 7.1 Directions to Parent Bodies – It was noted that the Directions will be submitted once the annual accounts have been agreed and the budget levels approved the Directions will be presented. August 2023 **UPDATE**

25.08.22 – 8.3 Workforce 3 Year Plan – update – Nick Fayers advised that the overarching paper is dependent upon the Parent Bodies establishing their workforce plans. The NHS Workforce Plan has been submitted and awaits the CnES document. Delivery date is dependent upon obtaining the Plan from the Comhairle. On hold **UPDATE**

Decision: The above remarks and updates were noted and will be reflected in the updated Action Points.

Action: No action required.



4.4 IJB Audit Committee Minute of 23.02.23 - A

The Audit Committee Chair, Gillian McCannon, presented the Minute of 23.02.23, noting that it was a special meeting predominantly arranged to discuss the outstanding audit recommendations. The Committee was able to agree the outcomes of the recommendations along with responding deadlines, which has been agreed by Internal Auditors.

Mrs. McCannon advised Members that at the Audit Committee the risk register was not presented and a verbal update was presented therefore there was no in-depth review of the position prior to presenting to the IJB.

Decision: The IJB formally noted the Minute.

Action: No actions required.

5. CORPORATE GOVERNANCE

5.1 Revised Terms of Reference IJB Audit Committee

5.1.1 Appendix 1 – TOR for the IJB Audit & Risk Committee

The Chief Officer advised that the revised Terms of Reference is to strengthen the governance arrangements. The revised points presented are:

- Increase the membership from 2 voting members from each parent body to 3 with the level of quorum increasing from 1 to 2. This will enable the committee's ability to ensure that there are sufficient people present to scrutinise the areas with equal partnership but removing single accountability.
- Changing the Name of the Committee to include Risk, given the importance of ensuring that risk is assessed in-depth and mitigated appropriately this should be reflected in the title. The title is changed to IJB Audit & Risk Committee.
- Increasing the remit of the Committee to take cognisance of the required scrutiny of risk and the IJBs audit recommendations.

The Committee Chair, Gillian McCannon supported the need to increase the membership to ensure the quorum is sufficient to enable scrutiny of some challenging issues. The proposed revision will assist in safeguarding the Board by appropriate oversight.

The Board Chair considered the proposal with Members approved it noting the benefits in the revision.



Mrs. McCannon, following formal approval, asked the Chair if he would become the additional Member from the Comhairle and an appropriate Non-Executive Director will be appointed from the NHS. Cllr MacLean agreed.

Decision: The IJB agreed to the recommendations and approved the revised Terms of Reference of the Audit & Risk Committee.

Action: Calum MacLean should be added to the membership of the Audit & Risk Committee.

6. FINANCIAL GOVERNANCE

6.1 Finance Budget 2023/24 – final draft

6.1.1 Appendix 1 – IJB Budget

6.1.2 Appendix 2 – detailed budget levels

The Chief Finance Officer, Debbie Bozkurt, drew colleagues' attention to the report noting that this is an update on the report presented in February 2023. The financial budget is presented for approval, however it was noted that a revised Financial Recovery Plan will be presented to bring the gap to a break-even position.

Ms. Bozkurt advised Members of the myriad of areas which impact on the IJB's ability to bring the financial gap back into line, however it was noted that the IJB has a level of reasonable reserve to support the IJB in achieving break-even. The down side is that the level of reserves, given the flat cash allocation and the 50% gap in the Social Care pay awards, will mean that the reserves will be fully utilised by 2024/25.

Members deliberated the position noting the potential financial implication on Goathill and the consequences of the avoidance cost associated with Bremner Court and Hebridean Housing Partnership. The Chair sought confirmation on the cost implication associated with the late opening of Bremner Court. Ms. Bozkurt advised that Hebridean Housing Partnership would obtain financial resource from the use of the facility within Bremner Court., Housing with Extra Care. However when the facility is available the IJB will start to pay the void costs.

Dena MacLeod explained that as the building has not been handed over there are limitations being applied to the contractor for late construction and these damages are covering the loss of rent. Therefore it is not costing the IJB at the moment but once the building is officially handed over and there are delays in the facility being used for the specific purpose then the void costs will be applied.



Following an in-depth scrutiny of the budgets, the Board formally approved the budgets for 2023/24, with the caveat that the Financial Recovery Plan is presented and this is subject to final allocation agreements from Scottish Government.

The Chair expressed his thanks to Debbie Bozkurt for the report.

Decision: The Board formally approved the budget for 2023/24.

Actions: Presentation of the Financial Recovery Plan Debbie Bozkurt

7. PERFORMANCE

7.1 Performance Report – March 2023

7.1.1 Appendix 1 – Performance Report

7.1.2 Appendix 2 – MSG Indicator Descriptors

The Chief Officer, Nick Fayers, drew colleagues' attention to the reports noting within the reports that there is an indication as to the obligation for the Board to meet the targets and measures as set out by Scottish Government. It was noted that the measures are currently under review by the Scottish Government.

Mr. Fayers advised the MSG Indicator report provides a rich description of each target. However to achieve the targets some require complex multiple input from difference service areas, noting as an example delayed discharges which have health and social care requirements to meet the target.

The following areas were discussed:

- Emergency admissions not a slight reduction in emergency admissions.
- Unscheduled hospital bed days
- A&E performance – admission numbers are higher than anticipated which may be as a result of patients not been seen by NHS24 or attending their GP.
- Delayed discharges
- End of life care which is being reviewed under palliative and end of life, provides and supports family members who are able to care for their loved ones at home but this is not the right location for all patients and their family members and therefore support through formal palliative treatment in an appropriate care facility.
- The balance of care across institutional and community services

Mr. Fayers advised Members of the mental health service which is improving, however he made reference to the financial implication which has resulted from the need to employ locum support. The long term locums are providing stability to the service for patients.



Members thanked Mr. Fayers for the update but requested that additional narrative to support the data is essential. This would ensure that Members are provided with the detailed explanation which results in being better informed when making the necessary decisions on service delivery and service focus.

The Chief Officer advised that he is in discussion with the health informatics colleagues, who have the expertise to provide this level of detail and he hoped to have the detail in future reports.

The Chair supported the comments from Members noting that the diagrams are only part of the full story and Members need to have the information as to the bigger picture to understand what actions are required and how they support those staff who are being asked to deliver the service. Therefore additional narrative is essential.

In assessing the information provided to Members, it was noted that the Unmet Need report had been provided previously and would be required at each meeting. This provides oversight of the situation of the communities' capacity to meet the demand when seeking care at home or residential care.

The Chair agreed that this is a necessary piece of information to allow Members to understand what level of care is required across all services involved.

The Chief Officer noted that the report has been presented previously but recognised the need to have this at each meeting.

The Chair thanked Nick Fayers for the report.

Decision: The Board formally noted the report.

Action: Additional narrative is required and provided at the next meeting.

Regular presentation of Unmet Need data for social care and residential care.



7.2 Strategic Risk Register

7.2.1 Appendix 1 – Risk Register narrative

The Chief Officer provided the report for Members information, noting that the report provides the strategic risks for the organisation.

It was noted that the report is being transferred from the excel spreadsheet onto a risk database system which should provide greater detail. Mr. Fayers agreed to provide the revised template for Members to review at the next meeting.

Mr. Fayers drew Members attention to risk 1 – failure to plan for strategic change and risk 4 – insufficient financial resources in order for the partnership to deliver its statutory obligation.

In supporting risk 1, Mr. Fayers provided members with a briefing on the strategic framework. The development is necessary to support the strategic service needs. The detail is being established in partnership with colleagues across the partnership via the Integrated Corporate Management Team.

Annetta Smith reflected on the risk and the work being undertaken in the production of the Strategic Framework and asked that consideration is given to the scoring being potentially reduced. Mr. Fayers agreed that this could be reviewed and then presented to the Audit & Risk Committee for consideration by Members as well as obtaining the views of both Internal and External Auditors.

In relation to risk 4, this was discussed within the budget report presented by the Chief Finance Officer, noting the challenge in receiving inadequate allocation to support the service delivery which in turn is the allocations from Scottish Government to the parent bodies.

The Chair thanked Mr. Fayers for the report.

Decision: The Board formally noted the report obtaining assurance.

Action: Datix template to be presented at the next meeting.

Review of risk 1 by the Audit & Risk Committee to consider reducing the rate following the production of the Strategic Framework.



8. FOR INFORMATION

8.1 Audit Scotland – NHS in Scotland 2022

The report was presented to Members for information.

9. STRATEGIC GOVERNANCE

9.1 Strategic Plan 2023-2028.

This item was taken in private.

10. FACILITY REVIEW

10.1 Goathill Care Complex – update

10.2 Barra & Vatersay Community Campus

Michelle McPhail explained to Members that given the change in the agenda Mr, MacKinnon was unable to be present for the discussion on the items.

It was noted that if Members have any questions these can be directed to Mrs. McPhail who in turn would collate them and ask Mr. MacKinnon to provide answers and then recirculate.

The Chair agreed to this process.

Action: Members to submit questions to Michelle McPhail to process



11. EVALUATION

| | YES | NO | COMMENTS |
|--|-------------|----|----------|
| Were you satisfied that the agenda items presented covered the current significant areas? | ✓ | | |
| Was there sufficient time to review the papers between receipt and the meeting date? | ✓ | | |
| Was there sufficient time allocated to all agenda items? | ✓ | | |
| Were the Executive Summaries an accurate reflection of the detailed paper? | ✓ | | |
| Were you able to reach a satisfactory conclusion from the information presented on each item? | ✓ | | |
| Were you able to contribute to the discussions and have your views considered? | ✓ | | |
| Did you consider that the Board discharged its duty in respect of: <ul style="list-style-type: none"> • Proper scrutiny • Relevant questioning • Constructive challenging | ✓ ✓ ✓ | | |

12. DATE AND TIME OF NEXT MEETING

Location: Microsoft Teams

Time: 10.00am

Dates:

| Meeting Date | Submission of Papers |
|--------------|----------------------|
| 23.02.23 | 10.02.23 |
| 30.03.23 | 17.03.23 |
| 29.06.23 | 16.06.23 |
| 28.09.23 | 15.09.23 |
| 30.11.23 | 17.11.23 |

The Chair thanked everyone for their contribution to the discussions and the pertinent scrutiny of reports in a very constructive manner. The Chair brought the meeting to a close at 1:30pm.

END