



## CÙRAM IS SLÀINTE NAN EILEAN SIAR

### INTEGRATION JOINT BOARD

MINUTE OF MEETING HELD IN  
THE COUNCIL CHAMBERS AND  
VIA MICROSOFT TEAMS ON  
THURSDAY 20 MARCH 2025 AT  
10.00AM.

#### Voting Members Present:

Annetta Smith  
Karen France Macleod  
Naomi Macdonald  
Calum Maclean  
George Murray

Non-Executive Director, NHSWI (Chair)  
Non-Executive Director, NHSWI/IJB Voting Member  
Non-Executive Director, NHSWI /IJB Voting Member  
CnES Councilor/ IJB Voting Member (Vice-Chair)  
CnES Councillor/Voting Member (Depute)

#### Non-Voting Members Present:

Nick Fayers  
Debbie Bozkurt  
Dena Macleod  
Morag Munro

IJB Chief Officer  
IJB Chief Finance Officer  
Hebridean Housing Partnership  
WI Community Care Forum

#### In Attendance:

Tim Langley  
Emma Macsween  
Donald E Macleod  
Christina Morrison  
Joanne Bark  
Derek Mackay  
Shona Hadwen

CnES Head of Law and Governance  
CnES Head of Partnership Services  
CnES Senior Accountant  
NHSWI, Lead Nurse, Community, NHSWI  
NHS Director of Dentistry  
CnES Head of Governance and Elections  
CnES Principal Administrator



## 1. WELCOME

The Chair welcomed all members to the meeting.

## 2. APOLOGIES

|                        |   |
|------------------------|---|
| Michelle McPhail       | Corporate Business Manager, NSWI          |
| Julia Higginbottom     | Non-Executive Director /IJB Voting Member |
| Susan Thomson          | CnES Councillor/IJB Voting Member         |
| Norman Misty MacDonald | CnES Councillor/IJB Voting Member         |
| Iain A MacNeil         | CnES Councillor/IJB Voting Member         |

## 3. DECLARATIONS OF INTEREST

There were no declarations of interest.

## 4. MINUTES

### 4.1 IJB Minute of 20 February 2025

The Board considered the minute of the meeting of 20 February 2025.

**Decision:** The minute of the meeting of 20 February 2025 was approved.

**Action:** No further action.

### 4.2 IJB Minute of 4 March 2025

The Board considered the minute of the meeting of 4 March 2025.

**Decision:** The minute of the meeting of 4 March 2025 was approved.

**Action:** No further action.

### 4.3 Matters Arising

There were no matters arising.

**Decision:** There were no matters arising.

**Action:** No action required.



#### 4.4 Action Points Tracker as at 20 February 2025

The Chief Officer provided updates on the following items of the Action Plan:

Item: 7.4 dated 24/09/20 – Review of Integration Scheme – Report at Agenda Item 6.1

Item 8.1 dated 22/02/24 – Strategic Planning Group Terms of Reference – Report at Agenda Item 6.2.

**Decision:** It was agreed to note the updated action points tracker.

**Actions:** No further actions from Action Points Tracker.

#### 4.5 IJB Audit & Risk Committee Minute of 5 March 2025

The Minute of the IJB Audit & Risk Committee was presented for awareness.

**Decision:** It was agreed to note the minute of the meeting of Audit & Risk Committee of 5 March 2025 which was presented for awareness.

**Action:** No action required.

### 5. CHIEF OFFICER REPORT

#### 5.1 Chief Officer Report

The Chief Officer submitted a Report which provided information to the Board on key national and local developments that had a material interest for the IJB as a Public Body. The update reflected engagement with a number of strategic partners, namely Scottish Government ministers and officials, COSLA, NHS Scotland and Health and Social Care Scotland (Chief Officers Professional Body).

The Report and attached appendices focused on the future financial outlook highlighting the precarious position facing IJBs in Scotland. The accompanying IJB Finance Bulletin showed that the Eilean Siar IJB had the largest funding gap as a proportion of net cost of services.

Given the challenging nature of finances, alongside escalating costs and increased demand for services, Health and Social Care Scotland (HSCS) had undertaken a comprehensive review of finances across Scotland. The review indicated that there is a financial gap of £564.2 million across Scotland. HSCS alongside IJB Chairs/Vice Chairs met with the Cabinet Secretary earlier in the month to present the findings and agree an engagement plan going forwards.

It was noted in discussion that the Eilean Siar IJB had the biggest funding gap as a percentage of budget of all the IJB's in Scotland. This equated to just over 11% of the IJB Budget.



**Decision:** It was agreed to note the Report and the attached appendices:

- **Health and Social Care Scotland Financial Outlook**
- **Correspondence with the Cabinet Secretary for Health and Social Care – Neil Gray**
- **Audit Scotland – Finance Bulletin**

**Action:** No action required.

## **6. STRATEGIC GOVERNANCE**

### **6.1 Scheme of Integration**

The Chief Officer submitted a Report seeking the approval of the revised Scheme of Integration before the Scheme goes out for public consultation. A full review of the Integration Scheme had been undertaken by NHS Western Isles and Comhairle nan Eilean Siar. A revised Integration Scheme had then been considered by a special meeting of the Board in April 2024 but the Board was unable to reach a decision on the revisions proposed at that time.

Following this, the Board requested that the main partners undertake a further review of the Scheme as outlined in the Act. The revised Scheme was presented to the Board for consideration prior to it going out to public consultation. The draft Scheme was appended to the Report at item 6.2.1.

The Chief Officer highlighted that two appendices detailing the delegated functions of both partner bodies would also be included with the Scheme as part of the consultation.

**Decision:** It was agreed to approve the revised Scheme of Integration for public consultation.

**Action:**

- **The Chief Officer to include two appendices detailing the delegated services under each partner body with the draft Scheme prior to issuing the Scheme for public consultation;**
- **Following the end of the consultation, the final draft of the Scheme would be presented to both partner bodies in the first instance with the final version of the Scheme coming back to the June meeting of the IJB.**

### **6.2 Strategic Planning Group Terms of Reference**

The Chief Officer submitted a Report seeking approval of the Terms of Reference of the Strategic Planning Group. The Report stated that Integration Authorities must establish a Strategic Planning Group (SPG) for the purpose of developing, finalizing and reviewing the strategic planning function and the annual cycle of commissioning. The group also has to include representation from the third and independent sectors.

The SPG Terms of Reference (ToR) takes account of the legislative requirements alongside outlining the membership and remit of the SPG and responsibilities to the IJB and wider engagement with communities and key partners.



The draft Terms of Reference were appended to the Report at item 6.2.1.

Discussion was held in relation to the contributions of the various Locality Planning Groups towards the Strategic Planning Group Terms of Reference. The Chief Officer highlighted the membership of the SPG and it was suggested that representation from the unpaid carer sector would be a useful addition to the Group membership to ensure contributions from all those using IJB services were taken on board.

In discussion it was noted that minutes of the SPG should be submitted to the IJB in the future and that meetings should be quarterly to align with the IJB series of meetings.

**Decision:** It was agreed to approve the Strategic Planning Group Terms of Reference subject to the addition of the inclusion of a representative from the Unpaid Carer sector.

**Action:**

- Chief Officer to update the Terms of Reference to include “Unpaid Carer” as part of the membership of the Strategic Planning Group.
- Minutes of the SPG to be submitted to the IJB in the future and that meetings should be quarterly to align with the IJB series of meetings.

### 6.3 Strategic Risk Register

The Chief Officer submitted a Report on the Strategic Risk Register for noting. The Report stated that the IJB is required to set out its’ strategic risks in the form of a Strategic Risk Register. The risk register should then be reviewed on a six monthly cycle in accordance with good governance practice and in line with both internal and external audit.

The IJB Risk Register is the mechanism to identify and manage the high level strategic risks facing the Board and the wider health and Social Care Partnerships. The function of the risk register is to identify the overarching risks and define as the parent organisations’ have their own individual Corporate Risk Registers.

The Strategic Risk Register identifies 5 strategic risks facing the Board:

1. Failure to plan for Strategic Change
2. Workforce
3. Increasing demand for delegated services. Demand outstrips supply
4. Insufficient financial resources in order for the partnership to deliver its statutory obligations
5. Organisations, professional and cultural barriers inhibit the ability of the H&SCP and in turn the IJB to develop services and delivery on strategic ambition.

The Risk Register sits alongside 3 other governance documents, namely risk management strategy, risk appetite and risk management matrix. The Risk Register was appended to the Report at item 6.3.1.

In discussion it was noted that without financial intervention from the Scottish Government, it would be difficult to reduce the financial risk score of Strategic Risk 4.

Discussion was also held in relation to mention of the Single Island Authority Model and the ambitious timeline associated with this in relation to being able to mitigate Strategic Risk 5. The Chief Officer highlighted that this was something that would be taken forward in a future Development Session.



**Decision:** It was agreed to note the Report and the Strategic Risk Register.

**Action:** No action required.

## **7. FINANCIAL GOVERNANCE**

### **7.1 Chief Officer Finance Report**

The Chief Finance Officer submitted an Intermediate IJB Budget for the period 2025/26 and informed members that an in-depth savings and choices plan would be presented to members to enable a break-even position to be achieved by the end of June 2025.

In accordance with the Western Isles Integration Scheme, the IJB is required to approve a balanced budget on the basis of funding delegated by NHS Western Isles and Comhairle nan Eilean Siar (CnES). The Report stated that this had been an extremely challenging process with both of the IJB parent bodies experiencing significant financial pressure.

The Integrated Resources Advisory Group (IRAG) guidance sets out the process that should be followed by councils and NHS Boards in calculating the budget allocation for their IJB for the functions that have been delegated. This included taking into account historical patterns of spend, likely cost pressures, demographic changes which presents significant challenge in terms of workforce and demand for services and agreed service development proposals.

The Report stated that the gap, after earmarked reserves, vacancy targets and any financial flexibility is utilized was £1.4m. Details were contained within the Report of potential savings that could be made to close the gap. A draft 3-year budget plan was included in the Report. The Report also highlighted general financial risks associated with savings plan which would include the risk of non-achievement regardless of financial risk, service risk or political risk.

**Decision:** It was agreed to:

- a) Note the gap for 25/26 that will need to be closed to break-even;
- b) Approve that the IJB 25/26 budget with a savings plan will come to the IJB in June 2025 for approval;
- c) Note the 3-year gross gaps of £5,106m, £6,746 and £8,383m respectively; and
- d) Note on-going cost pressures that will need to be mitigated where possible.

**Action:** The Chief Finance Officer to present the IJB Budget 2025/26 and savings plan to the June meeting of the IJB.



## 7.2 Social Work and Social Care Fees and Charges 25/26

The setting of fees and charges for social care services remains a matter for local authority governance. The IJB are provided with the opportunity to consider the proposed approach given the budgetary matters associated with the fees and charges. The proposal to continue with full cost recovery was included in the recommendations given the structural deficit facing the Board. The sharing of the proposed fees and charges were brought to the IJB for approval ahead of the Comhairle's consideration of the fees in April 2025.

The recommendations contained within Appendix A included the recent decisions taken by the Board in terms of the rate to be offered to the external residential and nursing care services. These rates, at the time of the meeting, had not been accepted by the providers but were recommended for approval given the need to provide a timely charge to support residents in the management of their personal finances.

In discussion it was noted that it would be useful for members to see a breakdown of costs for all the Comhairle Care Homes. The Head of Partnership Services stated that the information could be provided and would action this.

It was agreed that the Board approve the proposed Fees and Charges 2025/26 Report (Appendix A) to be submitted to approval by the Comhairle in April 2025.

|                  |  |
|------------------|--|
| <b>Decision:</b> | <p><b>It was agreed that the Board approve, insofar as their interests were concerned, the proposed Fees and Charges 2025/26 Report (Appendix A) to be submitted to approval by the Comhairle in April 2025.</b></p> <p><b>Mr Calum Maclean abstained in respect of this matter.</b></p> |
| <b>Action:</b>   | <p><b>Emma MacSween, Head of Partnership Services to provide copies of the breakdown of weekly care rates for all Comhairle Care Homes to Mr Calum Maclean.</b></p>  |

## 8. EVALUATION

|  | YES | NO | COMMENTS |
|--|-----|----|----------|
| Were you satisfied with the content of the agenda?                                   | X   |    |          |
| Was there sufficient time to review the papers between receipt and the meeting date? | X   |    |          |
| Were the agenda items placed in the correct order/prioritization?                    | X   |    |          |
| Was there sufficient time allocated to all agenda items?                             | X   |    |          |
| Were the Executive Summaries an accurate reflection of the detailed paper?           | X   |    |          |



|   |   |  |  |
|---|---|--|--|
| Was there sufficient refreshment breaks?  | X |  |  |
| Are there any significant issues which should be escalated to Scottish Government or raised to the parent bodies?   | X |  | It was agreed to remove reference to the Scottish Government from this evaluation. |
| Did you consider that the Board/ Committee discharged its duty in respect of: <ul style="list-style-type: none"> <li>• Proper Scrutiny</li> <li>• Relevant questioning</li> <li>• Constructive challenging</li> </ul> | x |  |  |
| Do you have any suggestions for improvement or additional comments about this meeting?  |   |  | Comments should be made to Nick Fayers   |

#### 8. DATE AND TIME OF NEXT MEETING

The next scheduled meeting of the IJB will be held on Thursday 26 June 2025 at 10:00 am.