



CÙRAM IS SLÀINTE NAN EILEAN SIAR

INTEGRATION JOINT BOARD

AUDIT & RISK COMMITTEE

MINUTE OF MEETING
15 NOVEMBER 2023
HELD AT 10:00AM
VIA MICROSOFT TEAMS

Voting Members Present:

Calum MacLean	Councillor, CnES / IJB Chair
Gillian McCannon	Non-Executive Director, NHS WI / IJB Vice-Chair (Committee Chair)
Jocelyn McConnachie	Non-Executive Director, NHS WI
Susan Thomson	Councillor, CnES / IJB A&R Committee Vice-Chair
Annetta Smith	Non-Executive Director, NHS WI

Non-Voting Members Present:

Debbie Bozkurt	Chief Finance Officer / Director of Finance & Procurement NHS WI
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In Attendance:

Martin Devenny	Auditor, Audit Scotland
Stephanie Hume	Senior Manager, Risk Assurance, Azets
Emma MacSween	Head of Partnership, CnES
Michelle McPhail	Corporate Business Manager, NHS WI

1. WELCOME

Gillian McCannon took the Chair and led the meeting, welcoming those present, specifically thanking Emma MacSween for attending as proxy for Nick Fayers, Chief Officer.

The Chair recalled that the Audit & Risk Committee had previously amended its Terms of Reference. The Chair proposed a further change to make an explicit actions noting if the Chief Officer is unable to attend they would appoint an appropriate representative to attend in their place.



Action: The Committee agreed to the revised change to the Terms of Reference and it was agreed that the revised document would be presented to the next formal IJB Meeting seeking retrospective agreement. Calum MacLean, IJB Chair and Member of the Audit & Risk Committee agreed to the action.

2. APOLOGIES

Rachel Brown	Audit Director, Audit Scotland
Nick Fayers	Chief Officer, IJB
Eoin MacNeil	Third Sector Interface
Donald MacSween	Councillor, CnES

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 Audit Committee Minute 03.10.23

The minute of the Integration Joint Board Audit & Risk Committee held on 10 October 2023 was approved as an accurate record subject to the following change:

Page 5, first paragraph amend the read to "... this may be part of the reason for colleagues not attending."

Decision: The Committee formally approved the minutes of 03 October 2023 with no amendments.

Action: No actions.

4.2 Matters Arising

No issues were raised.



4.3 Action Points

12.01.23 – 8.2 Risk Register – Emma MacSween asked that this item is carried forward. It was noted that any escalation of issues will be via the appropriate parent body, Mrs. MacSween provided examples of how issues will be addressed via the ICMT or Learning Review Group etc. Issues are being addressed within its normal process and any major specific issues may be presented to the Committee if relevant and out with the operational issues or if the issue was to contravene the IJBs Directions.

ACTION / UPDATE:

Further detail and specifics will be presented.

09.02.22 – 5.1.2 Consultation, Participation and Engagement – Internal Audit Report ~ LPG minutes to be presented to the Audit Committee –

Mrs. MacSween advised that the LPG meetings will meet at the start of November / December 2023 and that the Minutes of those discussions will be presented to the Strategic Planning Group.

Michelle McPhail reflected on previous discussions and noted that the Strategic Planning Group Minutes should be presented to the IJB, however there was a request to have sight of the revised ToR. In reviewing the SPG ToR against other IJBs it was noted that there is 1:1 Voting Member representation, which provides relevant understanding and correlation between the SPG and the IJB.

The Chair and the Members agreed that the revised ToR should be taken forward by the Chief Officer and colleagues before presenting to the Committee. The pathway of presentation should be the LPGs feed into the SPG and the minutes of the SPG go forward to the full IJB.

ACTION / UPDATE:

Revised ToR to be presented for information but the IJB will approve.



24.11.24 – 6.7 Internal Audit Recommendations Status – Chief Officer to utilise the NHS Risk Management Strategy and revise as appropriate - The Committee has previously agreed to use the NHS documentation, however this needs to be presented to obtain assurance that the IJB is reflected in the document.

Michelle McPhail recalled that Gillian Woolman, Audit Director of Audit Scotland, who noted the need to use the Datix system but suggested that the IJB should have its own Risk Strategy. A further discussion with the Chief Officer has taken place and the Committee should be updated.

ACTION / UPDATE:

Chief Officer to provide the update at the next meeting. UPDATE

14.06.23 – 4.3 Action Points – Providing the Committee with the LPG members names, the senior person supporting the LPG as well as the meeting dates – this action is linked to the action from 09.02.23 Item 5.1.2.

Mrs. MacSween advised that Senior Officers have been appointed to each group, the independent Chairs to each LPG has not been confirmed. Once the meetings take place and all members appointed, the list will be circulated, along with the meeting schedules.

ACTION / UPDATE:

Provide the details in March / April 2024.

14.06.23 4.3 Action Points – Meeting to be arranged with Nick Fayers, Martin Malcolm and Gillian McCannon to discuss the Performance Report – Nick Fayers. The Chair advised that this meeting is being established in January.
UPDATE

14.06.23 – 5.2.1 Azets Workforce Management Report – present quarterly workforce reports. Mrs. MacSween indicated that the reports will provide assurance to the Committee and the IJB, however both parent body HR Directors report to the ICMT noting any challenges.

There is a need to incorporate the two parent body reports into a single integrated report for the IJB.

ACTION / UPDATE:

Chief Officer should established an overarching report for the IJB taking cognisance and utilising the parent body reports, therefore reducing duplication.



14.06.23 – 5.2.3 – Azets Annual Report – Include on existing audit report the grading status – Stephanie Hume noted that it was agreed that any future presentation of the Audit Tracker or future Audit reports will hold the Azets rating.

ACTION / UPDATE:

Revised tracker to be circulated at the next meeting. Stephanie Hume

14.06.23 5.2.4 Internal Audit Tracker – Discuss with Tim Langley if the appointment of Azets could be confirmed as a 2 year contract to secure rationalisation of recommendations and grading – Debbie Bozkurt apologised that she has not contacted Tim Langley to discuss this but would address this before the next meeting.

ACTION / UPDATE:

Debbie Bozkurt to contact Tim Langley and report back.

03.10.23 – 4.3 Action Points – Consultation, Participation & Engagement - Ms. Bozkurt advised that the papers are scheduled for the full IJB agenda. Mrs. MacSween noted that the Chief Officer advised that Denise Symington is taking the lead to develop the plan to support the Strategic Framework.

ACTION / UPDATE: Provide an update at the next meeting.

03.10.23 – 5.2.1 – Internal Audit Recommendation – Chief Officer to discuss with Stephanie Hume duplicity of recommendations – Ms. Hume noted that previously a review of duplications had taken place, amalgamating those recommendations which were similar. This is as a result of the same audits being conducted years apart but the recommendations not being addressed fully. Any amalgamation will ensure that the highest risk scoring is retained.

The discussion with the Chief Officer in relation to this request has not taken place but hope this will be addressed before of the next meeting.

ACTION / UPDATE:

Chief Officer and Internal Auditors to meet and review the current Audit Recommendations. Report back at the next meeting.



03.10.23 – 5.3.1 Financial Management Report – Development session to review the financial position on 30.11.23. – Ms. Bozkurt advised that the intention is to hold a development session, incorporating a whole system review for each service area – service costs, workforce challenges and key pressures. It was suggested that further reviews would be undertaken as part of the budget review. Cllr. MacLean acknowledge the seriousness of the financial position and agreed that a whole service area review would be more beneficial.

Ms. MacSween advised that a similar approach was taken within the Comhairle reviewing social care / social work and the budget workshop worked well providing specific understanding.

Cllr. Thomson suggested that multiple development sessions would be required to review all delegated services.

ACTION / UPDATE: Specific review of the service delivery areas in relation to cost, potential areas of savings, pressures and workforce. Scheduled for 30.11.23.

Decision: The above updates were provided to and by Members.

Action: The updates will be reflected in the revised Action Points.

5. AUDIT & FINANCIAL GOVERNANCE

5.1 Financial Governance

5.1.1 Financial Management Report Sept'23 (M6)

The Chief Finance Officer, Debbie Bozkurt, provided an update to Members on the financial position as at Month 6, September 2023. The report is presented for discussion to enable Members to obtain assurance as to the financial position.

It was noted that the IJB could, as at September 2023, achieve a year-end financial breakeven with the use of all General Reserves and a proportion of the Contingency. Ms. Bozkurt advised that the Bremner Court / Goathill Reserves have been retained to safeguard the facility.

The overall financial position is worsening. This is attributed to the inability to recruit to certain posts and the need to employ high-cost agency staff.

The pharmaceutical budget is overspent due to increases in drug costs and the volume of drugs being prescribed, which is in part linked to the increasing age of the population with complex health issues.

Other areas of overspend were debated, relating to GP Out of Hours, however it is hoped that this will reduce with the appointment of two new GPs.



It was noted that the GP Practice, Benbecula Medical Practice, will become a Board run facility, known as a 2C practice from 01 April 2024. This is due to the practice being unable to recruit and the partners no longer wishing or able to deliver services.

Ms. Bozkurt advised that Adult Social Care services was anticipated, at the beginning of the year, to overspend by £3.2m, however this has reduced to approximately £1.8m overspend. This is due in part to the inability to recruit to vacancies in Bremner Court, also known as Goathill. This is not a good position to be in as the level of vacancies removes the opportunity to utilise the facility to its full potential and provide the necessary support to those clients waiting to obtain a detailed level of care.

In providing a comprehensive financial report, she has been trying to contact the Comhairle's Social Care Accountant to obtain more accurate data, however the data is currently not available as a result of the cyber-attack. If delays continue in obtaining information go beyond 2 months, Ms. Bozkurt will formally advise Audit Scotland and the Scottish Government of the risks to the IJB.

Emma MacSween advised that it is difficult to place any timescale as to when information will be available. Cyber-attacks are, unfortunately, more common now in the public sector and as the Comhairle continues to work through its retrieval process and obtaining advice from professionals.

Ms. Bozkurt asked Martin Deveny to provide Rachel Brown with this update and challenge discussed.

Cllr. MacLean enquired, in relation to consultant challenges, if the NHS Board has considered working alongside another NHS Board to support service delivery e.g. utilising consultants part time from NHS Highland or NHS Greater Glasgow & Clyde. The Chief Finance Officer advised that NHS Western Isles is in a better position than some mainland Boards in that the NHS Board have been able to secure consultants. In relation to Psychiatry, other NHS Boards are seeking to appoint to posts. Some discussions have been held with other Boards in relation to sharing services, however the clinical need for the patients of the Western Isles requires 2 full time consultants to deliver the service safely.

Jocelyn McConnachie reflected on the discussion noting the position remains extremely concerning. The financial overspending is weighted in relation to agency spend, where normally operational efficiencies to stay within budget would require the use alternative delivery models. Mrs. McConnachie expressed her concern that in supporting the financial overspend on agency, savings have to be achieved from elsewhere, which may have unintended consequences and negatively impacting on other service areas.



Ms. Bozkurt advised that one management control in place is to hold non-clinical vacancies. This does have an impact on that group of staff in relation to staff wellbeing, where the existing staff have to consume the additional workload of the frozen post.

The Chair considering the discussion, indicated that the parent bodies are supporting clinical and front line service delivery and therefore the consequences will be in seen in other departments. The parent bodies are in discussion with the Scottish Government advising on pressure areas.

The Chair, reviewing the paper, commented on the additional funding support for Bremner Court, known as Goathill. Ms. Bozkurt advised that the funding in total is approximately £2m which will be used to support the facility over a 3 year period. However the impact on the reserves relates to the staff pay awards and the reduced uplift from Scottish Government which meant that the Comhairle had a 50% shortfall to meet the full cost implication which will result in the £2m being fully utilised in less than 3 years.

It was noted that the remaining level of reserves will be fully utilised by 2024/25 and the IJB needs to consider the sustainability of service delivery and how tenable the IJB is if it cannot afford to cost of current service models.

The position is compounded by the anticipated financial gap next year, before savings around £5m gap, increasing to possibly £6-7m gap. The Chief Finance Officer advised that the Scottish Government uplift will never meet inflationary costs. Board Members will need to discussion available options.

Mrs. MacSween commented that it is the duty of Heads of Service to deliver a report providing options where potential areas of savings could be achieved. This may be unpalatable but each efficiency plan will the accompanied by a risks impact assessments.

The Chair expressed her thanks to colleagues for the level of scrutiny and debate.

Decision: The Committee formally noted the report.

Action: Board financial seminar on 30.11.24

Comfort break 5 minutes – 11:25 – 11:30



6. PERFORMANCE

6.1 Performance Monitoring Report – Oct '23

Emma MacSween took the opportunity to provide a level of assurance in relation to the delegated services within the Comhairle in light of the recent cyber-attack. All IJB delegated front line services, provided by the Local Authority, are being sustained. Social Work systems were recently redesigned and all platforms were relocated to the Cloud. This means that the cyber-attack did not affect the information held nor impacted on the continuation of service delivery.

In reviewing the performance report, Mrs. MacSween provided assurance that performance is carefully reviewed at the operational level on a daily basis and where the performance can improve action is taken.

There are various data indicators and reportable information which could be included in the performance report. This could be incorporated within the dashboard data which may provide more robust discussion and scrutiny in relation to future impact of delivery.

Members remarked on the impact delayed discharges have on patients deteriorating. If patients would benefit from intermediate care service in the community and not hospital.

Historical hospital wards have closed, however the areas have been transformed to meet the needs of renal dialysis which has increased to provide clinical care for 18 people who don't have to travel to a mainland 4 times a week for treatment. The impact is less disruption to their lives and their families.

The NHS Board is implementing a MRI Scanner which will reduce waiting times for diagnostics and help people get a more reactive treatment, again utilising previous ward environment.

Emma MacSween advised there is a need to establish intermediate locations – step up step down facilities.

The Chair, again thanked colleagues for the in-depth discussion which will hopefully be reflected at the full Board meeting. It is imperative that the Strategic Plan is established to support the development of future need.

Decision: The Committee formally noted the report.

Action: No actions.



7. EVALUATION

	YES	NO	COMMENTS
Were you satisfied with the content of the agenda?	✓		The Chair noted the need to have regular report on the Audit Tracker
Was there sufficient time to review the papers between receipt and the meeting date?	✓		
Were the agenda items placed in the correct order / prioritisation?	✓		
Was there sufficient time allocated to all agenda items?	✓		
Were the Executive Summaries an accurate reflection of the detailed papers?	✓		There was no exec summary for the report on performance and the lack of narrative contained within the report continues to an issue.
Was there sufficient refreshment breaks	✓		Members took one break.
Are there any significant issues which should be escalated?	✓		
Did you consider that the Board / Committee discharged its duty in respect of <ul style="list-style-type: none"> • Proper scrutiny • Relevant questioning • Constructive challenging 	✓ ✓ ✓		
Do you have any suggestions for improvement or additional comments about this meeting?	✓		

8. DATE AND TIME OF NEXT MEETING

Location: Microsoft Teams
 Time: 10.00am
 Dates:

Meeting Date	Submission of Papers
07.02.24	-
06.03.24	23.02.24
05.06.24	24.05.24
04.09.24	23.08.24
06.11.24	25.10.24



The Chair thanked everyone for their contribution to the discussions and the pertinent scrutiny of reports in a very constructive manner. She expressed her thanks to Emma MacSween for her attendance and insightful comments in the absence of the Chief Officer.

The Chair brought the meeting to a close at 12:00pm

END

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