



# **CÙRAM IS SLÀINTE NAN EILEAN SIAR**

## **INTEGRATION JOINT BOARD**

**MINUTE OF MEETING**  
**11 OCTOBER 2023**  
**HELD AT 10:00AM**  
**VIA MICROSOFT TEAMS**

### **Voting Members Present:**

Calum MacLean	Councillor, CnES / IJB Chair (Chair of the meeting)
Kenneth J. MacLean	Councillor, CnES
Julia Higginbottom	Non-Executive Director, NHS WI Proxy
Gillian McCannon	Non-Executive Director, NHS WI / IJB Vice-Chair
Annetta Smith	Non-Executive Director, NHS WI
Susan Thomson	Councillor, CnES
Sheena Wright	Non-Executive Director, NHS WI

### **Non-Voting Members Present:**

Cathy Anderson	Union Representative, NHS WI
Jane Bain	Chief Finance Officer, IJB
Debbie Bozkurt	Chief Officer, IJB
Nick Fayers	Chief Social Work Officer, CnES
Jack Libby	Chief Executive Hebridean Housing Partnership
Dene MacLeod	Third Sector Representative – Proxy
Peggy MacKay	Third Sector Hebrides
Eon MacNeil	

### **In Attendance:**

Rachelle Brown	Audit Scotland Auditor
Malcolm Burr	Chief Executive, CnES
Gordon Jamieson	Chief Executive, NHS WI
Tim Langley	Senior Lawyer, CnES
Karen France MacLeod	Non-Executive Director, NHS WI – Proxy
Emma MacSween	Head of Partnership / Community Care
Michelle McPhail	Corporate Business Manager, NHS WI
Michelle Taylor	Family Health Services 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
Donald MacAulay	Scottish Ambulance Service
John MacIver	Hebridean Housing Partnership ~ Proxy to Dena MacLeod
Donald MacSween	Councillor, CnES
Jocelyn McConnachie	Non-Executive Director, NHS WI
Morag Munro	Third Sector
Dr. Brian Michie	GP Representative
Karen Taylor	Patient Representative, Patient Panel
Sheena Wright	Non-Executive Director / Voting Member

**3. DECLARATION OF INTEREST**

**3.1 IJB Members Declaration of Interest 2023**

Michelle McPhail presented the updated Declaration of Interest Register. It was noted that not all IJB Members have made their declaration and following multiple requests a further request will be made. The updated Register will be presented at the next meeting in November.

The Chair thanked Mrs. McPhail for the report.

**Decision: The IJB formally noted the Register**

**Action: Up dated Register to be presented in November**

**Michelle McPhail**



#### **4. CONSTITUTION AND MEMBERSHIP**

##### **4.1 IJB Membership Revision**

###### **4.1.1 IJB Membership Revision as at June '23**

###### **4.1.2 IJB Membership Revision as at Sept'23**

Michelle McPhail drew Members' attention to the 2 updated reports advising on the membership removals and additions for the period of June 2023 and then noting the further revision as at September 2023. The information was presented for awareness.

The Chair recognised the changes to the overall Membership of the IJB and the IJB Audit & Risk Committee, welcoming all new Members.

**Decision: The IJB formally noted the revised membership.**

**Action: No actions required.**

#### **5. MINUTES**

##### **5.1 IJB Board Minute of 29 June 2023**

The Minutes of the Integration Joint Board held on 29 June 2023 was approved as a correct record of the discussion held. The minutes were approved by Susan Thompson and seconded by Annetta Smith.

**Decision: The Board formally approved the minutes.**

**Action: No actions required.**

##### **5.2 Matters Arising**

No issues raised

**Decision: -**

**Action: No action required.**



### 5.3 Action Points

The Chair asked Nick Fayers 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 reviewed the Scheme. The next step is for Mr. Fayers to formally write to both Parent Body Chief Executives, seeking their views on the revised Scheme. Further update on the outcome will be provided. It was noted that a revised deadline for completion is 30.11.23.

Malcolm Burr advised that although it is a responsibility for the parent bodies, considerable reliance on the view of the IJB will be noted in relation to the proposed changes required. He enquired if the view of the IJB is that no change is required to the Scheme, then the response will be quick.

Nick Fayers noted that this is the working resumption that no change is necessary.

The Chair noted that the presentation at the next meeting, 30.11.23, would provide closure to the issue.

**Action: Present at the 30.11.23 IJB Meeting.**

**UPDATE**

**16.12.21 – 6.2 Timetable 2022 – Presentation of corporate support via parent bodies** - Nick Fayers advised that the next step in confirming the individual leads and support on a myriad of areas, which will require a personal letter from the Chief Officer noting their support and area of responsibility. This should be available for the next meeting.

**Action: Present at the 30.11.23 IJB Meeting.**

**UPDATE**

**16.12.21 – 6.2 Timetable 2022 – Remit and proposal of establishing a Strategic Planning Group** - Nick Fayers confirmed that Strategic Planning Group has been re-established. Mr. Fayers confirmed that he will provide the meeting dates. The Chair asked for confirmation as to the membership and remit of the group.

Mr. Fayers agreed to share the minutes with the Chair.

The Vice-Chair noted that the IJB has not seen the ToR of this Group, understanding the remit.

**Action: NF to provide copy of the ToR & minutes for the next meeting.**

**UPDATE**

**30.06.22 – Code of Conduction & Declaration of Interest** – Mrs. McPhail advised of the update at the start of the meeting, but those who have still to provide their update will have until the next meeting.

**Action: Revised deadline - 30.11.23**

**UPDATE**



**30.06.22 - National Care Service Letter from SG & Published Bill** – Nick Fayers advised that work by Scottish Government continues in line with their manifesto in progressing the development of a National Care Service / Board.

The Vice-Chair advised that the co-design groups are underway, part of the IJB Network group, however she advised that it has been noted that there is no representation from the Western Isles, however this is not the only island board that is not fully represented. This has been noted by the Remote & Rural Subgroup that addressed island issues.

It was noted that the Framework Legislation is gaining pace and the first phase may be complete by the end of the year.

Mr. Burr noted that he was not aware of the group noted by the Vice-Chair. He indicated that there are specific groups, which have representation from the Islands – Orkney, Shetland and the Western Isles.

Mr. Burr noted that NCS is being discussed locally, however the issue as to governance remains, as well as over governance in areas such as Local Authority. The Scottish Government is committed to the NCS but in what format, this is still being debated. The one aspect which is clear is that staff will not be transferred and that local authority direct provision will continue.

**UPDATE**

**25.08.22 – 7.1 Directions to Parent Bodies** – on the agenda for discussion.

**REMOVE**

**25.08.22 – 8.3 Workforce 3 Year Plan – update** – Nick Fayers advised that by the next meeting he will provide a joint workforce plan. He has been working with HR leads within NHS and Comhairle, and now that both organisations have completed their strategic workforce reports, an IJB overarching document will be produced.

**Action: Present the IJB overarching document 30.11.23**

**UPDATE**

**25.08.22 – 9.1 – Winter Planning – establishing a presentation on Hospital At Home** – Michelle McPhail advised that Gail Allan will be presenting this at the November meeting.

**UPDATE**

**29.06.23 – 6.1 – Annual Accounts – provide a report noting the occupied bed days by age ~ included this in future performance reports** - proposal for inclusion in future performance reports, no later than March 2024.

**UPDATE**

**29.06.23 – 8.1 – Health & Social Care Strategic Framework – LPGS update on meeting dates** – Emma MacSween advised that discussion with all LPG Chairs is underway to confirm dates. New administration and admin support is being established. It is anticipated that all groups will be up and running by the end of November.

**UPDATE**



**29.06.23 – 8.1 – Health & Social Care Strategic Framework – Delivery of the overall timeline, including the suggestions from Members on how to proceed and areas for inclusion** – Nick Fayers advised that he is working with Denise Symington, NHSWI, to develop the consultation and engagement for the review of the Framework, and advised that the consultation should be established by the end of March 2024.

**Action: Present at the next meeting 30.11.23**

**UPDATE**

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

**Action:** No action required.

#### **5.4 IJB Audit & Risk Committee Minutes**

##### **5.4.1 IJB A&RC Minute 28.02.23**

##### **5.4.2 IJB A&RC Minute 21.03.23**

##### **5.4.3 IJB A&RC Minute 14.06.23**

The Chair of the Committee, Gillian McCannon, provided Members with the 3 sets of approved Minutes of the IJB Audit & Risk Committee held in February, March and June 2023.

No questions were raised and the Chair thanked Mrs. McCannon.

**Decision:** The IJB formally noted the IJB Audit & Risk Committee Minutes.

**Action:** No actions required.



## **6 FINANCIAL PERFORMANCE**

### **6.1 Audit Scotland Annual Report 22/23**

#### **6.1.1 Appendix 1 – Letter of Representation ISA580**

Rachel Browne, Audit Director, Audit Scotland drew Members' attention to the reports being presented today, advising that Debbie Bozkurt, Chief Finance Officer, will take Members through the draft Annual Accounts following her report.

It was noted that the Audit & Risk Committee have scrutinised the report and Ms. Browne would concentrate on the two papers. From the legal aspect the accounts are noted as draft until they are formally signed off by IJB Members.

The letter of representation proposes an unmodified and unqualified audit opinion, which is a good endorsement of the Boards stewardship of public funds. There are no unadjusted misstatements of the accounts which require reporting, and noted that the accounts were of a good quality setup and submitted on time and the audit ran smoothly. Thanking Debbie Bozkurt and her team for their support.

On a technical matter, Ms. Browne asked all Members is there were any events which may have arisen between the Audit Committee and the meeting today which should be brought to her attention. Members advised that there were no issues to report.

The appendices provide more detail of the auditor's report, drawing to the IJB the key messages noted within the reports, which Ms. Browne discussed.

One point noted specifically was the financial sustainability of the IJB in relation to its funding allocation. Audit Scotland will continue to monitor this closely throughout its audit tenure as this has been noted as a risk.

An adjustment was made to the report in relation to the Integration Scheme review deadline and this was agreed with a December deadline, however it was noted that any adjustments made will require presentation to NHS and Comhairle Board meetings to agree the revised Scheme.

The Chief Finance Officer, Debbie Bozkurt, firstly wished to thank Rachel Browne and her team for the work undertaken to review our Annual Accounts. She acknowledged the difficult times Audit Scotland have had in relation to staffing, which is no different from that of the IJB. Ms. Bozkurt wish to make a special thanks to Laura Nelson who stepped in to support the finishing of the accounts to enable them to be presented today.



In providing some background, Ms. Bozkurt advised of work undertaken in 2011, Integration Resource Framework, taking both Health and Social Care financial information relating to the cost to support different age groups. In reviewing this information and correlating this to our population today, excluding inflation, between the full NHS and full adult social care services there is a £8.4m financial gap which just addresses the change and cost of our aging demographics. For clarity, Ms. Bozkurt advised that when assessing the gap, other than inflationary costs against normal areas – food, fuel, drugs etc., the £8.4m is attributed to the increase demand to support the aging population.

Rachel Browne, in support of the statement from the Chief Finance Officer, advised of the significant pressures which IJBs face, which is not just the cost of care but it's reflected in the workforce challenges, which are difficult and are long term challenges. The ability to provide community based care and ideally prevention in light of all the challenges facing IJBs make it's a significant issue.

The Chair commended the report raised by Audit Scotland and expressed his thanks to both organisation finance teams.

The Chair in considering the challenges noted that in a recent report from Scottish Government that the Western Isles has the highest level of dementia within is population statistics. It was also noted recently in a press article that if you wish to retire, move to the Scottish Islands, including Western Isles. The challenge before the IJB is increasing.

The Chair asked colleagues for their approval of the report, which was obtained.

The report will be electronically signed off by the Chair, Chief Officer and Chief Finance Officer at the end of the meeting.

**Decision: The IJB formally approved the Audit Scotland Report and Annual Accounts.**

**Action: No actions required.**





## 6.2 IJB Annual Accounts

The Chief Finance Officer, Debbie Bozkurt drew Members' attention to the Annual Accounts, which have been scrutinised by the Audit & Risk Committee.

Noted in the report is the movement of reserves which currently denotes an over spend of £5.2m, which is now reported as a break-even position. This has been achieved as a result of additional resources from Scottish Government, including Covid allocation at the year-end, along with other financial resources. This noted in 2021/22 an underspend of £8m, which was offset against the current year.

The pressure relating to inability to secure permanent staffing was reflected in the cost of locum and agency staffing, as well as in the increase in drug costs which is directly linked to the aging population.

The Chair thanked Ms. Bozkurt and her team for their work and support in providing a good annual account report.

**Decision: The IJB formally approved the Annual Accounts.**

**Action: No actions required.**

## 6.3 Finance Report M5 ~ Discussion in private.

## 6.4 IJB Directions to Parent Bodies

The Chief Officer, Nick Fayers, presented the report denoting the annual proposed Directions for the Parent Bodies. The Directions provide the detail in relation to what services are required to be provided and the level of funding to support the implementation and or delivery.

The Chief Officer provided an update on minor changes to the previous year's Directions, advising on changes in:

- A1 noting the establishment of Seaforth House;
- B1 relating to General Medical Services noting the establishment of 2C general practice on Barra which is now directly responsible to NHS Western Isles.
- B5 in relation to Out of Hours Primary Medical Services, noting the development in Out of Hours and in conjunction with Scottish Ambulance Service, NHS Western Isles Advanced Nursing Practitioner which has advanced in recent years.



- B9 relating to Mental Health Services – noting the transformation of mental health services, in line with Scottish Government directive to support and enrich clinical relationships with mainland boards and establishing better pathways. This will help in development the Community mental health services to the Western Isles.

The Chair thanked Mr. Fayers for the update on the Directions.

The Vice-Chair, reflecting on the update at B9, enquiring if there was a deadline for the delivery of the Memorandum of Understanding (MoU) with mainland Boards, noting the delivery deadline of 2023/24.

The Chief Officer advised that the target is to establish the MoU by March 2024.

The Vice-Chair enquired, in providing mental health services and community and intervention services, alongside the development of the MoU, how is this all progressing.

Mr. Fayers report a positive progress in appointing to a number of significant posts to progress and establish early intervention to the overall mental health agenda.

Cllr. Kenneth MacLean reflected on the most recent Scottish Government mental health performance report noting that the Western Isles has the highest suicide rate in Scotland as well as the highest alcohol related deaths. He enquired what is the strategy to address overall mental health issues but specifically supporting those in most need. The status of Community Psychiatry Nurses on Barra was raised in relation to a reduction in staffing numbers and the position that there are no CPN located on the Isle of Barra.

The Chief Officer noted that the Scottish Government are currently reviewing the Mental Health Strategy for Scotland and as a result this will impact on the direction in how the Western Isles deliver services.

The Chief Officer noted that he would specifically discuss the way forward for those seeking support on Barra with Cllr. MacLean out with the meeting.

The Chair thanked Nick Fayers for the report noting the approval of the Board Members to forward the Directions to each parent body.

**Decision: The Board formally approved the Directions and for the formal circulation of the Directions to the NHS and Comhairle.**

**Action: Nick Fayers to address the circulation.**



## **7. PERFORMANCE & ASSURANCE**

### **7.1 Performance Report – 22/23**

#### **7.1.1 Appendix 1 – Performance Report Narrative**

The Chief Officer provided Members with an update on the delegated areas and its performance as at July 2023, which is presented for assurance denoting its achievement against the Scottish Government targets.

As noted previously by colleagues, additional narrative is required to support the understanding of the data. To support this Nick Fayers advised that he, Gillian McCannon and Martin Malcolm, Head of Public Health Intelligence will be meeting to explore how additional meaningful narrative can be added to the report.

No questions were raised and the Chair thanked Mr. Fayers for the update.

**Decision: The Board formally noted the report for assurance.**

**Action: No actions required.**

### **7.2 Strategic Risk Register Sept'23**

#### **7.2.1 Appendix 1 – Risk Register Narrative**

#### **7.2.2 Appendix 2 – Risk Appetite**

Nick Fayers, Chief Officer presented the report to colleagues. Members were advised that the revision of the Register provides a more strategic understanding of the risks which the Board faces and is required to monitor. The report is scrutinised by the IJB Audit & Risk Committee ensuring that the process is adhered to and any new risks are assessed before being added to the Register.

Mr. Fayers took colleagues through the register narrative and its layout, drawing to Members' attention the two highest risks for the Board, that being workforce and finance, both with a risk score of 20.

In discussing the detail with the Register template, colleagues were made aware of the rationale for having the descriptor and the identification of what gaps there are within the controls.

The Vice-Chair drew Members' attention to the request which is seeking agreement on the new risk template. Noting that the strategic risks were already noted in the previous format, however there is a need to have sight of the pathway for the risk to ensure that work is being addressed to mitigate the risk wherever possible.

The other aspect noted was the importance of including into the risk register the Board agreed risk appetite statement.



Mrs. McCannon advised that following review of the template at the Audit & Risk Committee, she reviewed the risk registers of other IJBs and the new template is very similar to that of other Boards, which will provide assurance that the Board is not an outlier. This is to support the work which the Chief Officer has addressed.

In relation to the risk appetite statement, which seeks agreement, this will support the understanding of the scoring and narrative for the score.

The Chair thanked Mr. Fayers for the work to improve the presentation of the register, providing greater clarity. In seeking agreement, Members noted they were approving the revised template and the inclusion of the risk appetite, which was approved also.

**Decision: The Board formally:**

- i. **Approved the revised register template**
- ii. **Approved the risk appetite**
- iii. **Approved that the risk appetite is included in future presentations of the risk register.**

**Action: No actions required.**

### **7.3 Information Commissioners FOI Return**

#### **7.3.1 FOI Submission Jan-Mar'23 & Apr-Jun'23**

Michelle McPhail advised the Board on its performance in relation to Freedom of Information requests.

It was noted for the period of January to March 2023 and April to June 2023, the IJB received no requests.

This information has been submitted to the Information Commissioner's Office.

**Decision: The Board formally noted the report.**

**Action: No actions required.**

## **8. STRATEGIC GOVERNANCE**

**No papers**



## **9. GOVERNANCE**

### **9.1 Records Management Plan – update**

#### **9.1.1 Appendix 1 – Letter of Agreement from Deputy Keeper**

#### **9.1.2 Appendix 2 – Western Isles IJB Records Management Plan**

#### **9.1.3 Appendix 3 – The Keeper of the Records of Scotland Agreement Document**

Michelle McPhail presented to Members the Records Management Plan which has now been agreed by the Keeper of the Records of Scotland.

The report was presented to the IJB Audit & Risk Committee on the 03.10.23, taking into consideration that one audit recommendation related to establishing a Records management Plan.

It was noted that the draft Records Management Plan (RMP) for the IJB was sent to the Keeper of Records of Scotland in September 2021. However due to the Pandemic the agreement from The Keeper was only obtained in March 2023.

The report presented provides Members with the detail relevant to the areas of compliance against the Act.

The Chair thanked Mrs. McPhail for the work in establishing the compliance report, noting that the Plan will be reviewed periodically within the required 5 year period.

No questions were asked.

**Decision: The Board formally approved the Plan**

**Action: No actions required.**

## **10. SERVICE DEVELOPMENT**

**No papers**

### **IJB RESOLUTION TO TAKE ITEMS IN PRIVATE STANDING ORDERS SECTION 5.6**

#### **6.3 Finance Report – Chief Finance Officer M5**

##### **6.3.1 Appendix 1 – Narrative Report**

#### **7.4 Social Care Unmet Need**

##### **7.4.1 Appendix 1 - Graphs**

#### **10.1 Goathill Care Complex- update**



**Whistleblowing** ~ Sheena Wright, the NHS Board Champion updated Members on the implementation of the Whistleblowing Standards within the NHS, raising Members awareness to Section 8 of the Whistleblowing Standards which related to IJB.

Mrs. Wright asked if she could provide a more in-depth report to the next meeting of the IJB, which the Chair agreed.

**Action: Presentation of the INWO Standards, specifically relating to Section 8 – information for health and social care partnerships on 30.11.23 SW**

## 11. EVALUATION

	YES	NO	COMMENTS
Were you satisfied that the agenda items presented covered the current significant areas?	✓		Noting that there were papers not discussed due to the meeting at the start being not quorate. Items were moved around
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"> <li>• Proper scrutiny</li> <li>• Relevant questioning</li> <li>• Constructive challenging</li> </ul>	✓ ✓ ✓		

## 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 12:30pm.

**END**