



**CÙRAM IS SLÀINTE NAN EILEAN SIAR  
WESTERN ISLES INTEGRATION JOINT BOARD**

**INTEGRATION JOINT BOARD  
AUDIT COMMITTEE**

Minute of the meeting of the Western Isles Integration Joint Board Audit Committee  
held on Thursday 12 January 2022 at 10.00am, via Microsoft Teams

**Members:**

Tim Ingram	Non-Executive Director NHS Western Isles
Gillian McCannon	IJB Chair, NHS Western Isles / Vice Chair of IJB Audit Committee
Angus Morrison	CnES Councillor / Chair of IJB Audit Committee (Meeting Chair)
Paul Steele	CnES Councillor

**In Attendance:**

Moira Anderson	NHS Project Director – BVCC
Debbie Bozkurt	Chief Finance Officer, IJB
Malcolm Burr	Chief Executive, CnES
Ray Buist	Auditor, Audit Scotland
Nick Fayers	Chief Officer, IJB
Jack Libby	Chief Social Care Officer
Robert MacAskill	Internal Auditor, CnES
Iain MacKinnon	Director of Investment Delivery, CnES
Carolyn MacPhee	Third Sector Hebrides
Michelle McPhail	Corporate Business Manager, NHS Western Isles

**1. WELCOME**

The Chair welcomed those attending to the meeting.

**2. APOLOGIES FOR ABSENCE**

Paul MacAskill	Chief Internal Auditor, CnES
Angus M Murray	CnES – Union Representative
David Jamieson	Senior Audit Manager, Audit Scotland

**3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **4. MINUTES**

##### **4.1 IJB Audit Committee Minutes of 08 September 2021**

The Minute of the Integration Joint Board Audit Committee held on the 08 September 2021 was approved as an accurate record of the discussion, subject to the amendment of the date on the minute.

**Decision: The Committee formally approved the Minutes of 08 September 2021.**

**Action: No action required.**

##### **4.2 Matters Arising**

No items were raised.

##### **4.3 Action Points**

The Actions were not presented and will be brought forward and updated for discussion at the meeting in February 2022.

**Decision: Present the updated report at the February 2022 discussion.**

**Action: Agenda item for February 2022**

**Michelle McPhail**

The Chief Officer asked the Chair if item 5.2 could be taken next to enable Moira Anderson to leave sooner, given her other commitments. The Chair agreed.

#### **5. CORPORATE GOVERNANCE**

##### **5.2 Barra and Vatersay Community Campus**

Mr. Iain MacKinnon present the Barra and Vatersay Community Campus report which had been presented and discussed at the Comhairle Policy and Resource Committee in early December 2021.

The following points were highlighted:

- Reassessment exercise has been concluded and assessing the options is underway by the Executive Project Board.
- Work is underway to confirm the accurate estimated costs, availability of materials and sub-contractors available to deal with the build locally.
- Conflict between the NHS and the Comhairle as to which part of the Campus is built first. NHS requires the Hospital facility to be completed as soon as possible due to the current condition of St. Brendan's. Whereas the Comhairle require the school facility to be completed sooner to reduce the expenses and the amount of time the school will be relocated.
- The cost noted within the preferred Option 1D , was noted at £53.9m as at Feb'21, but after further review of potential cost analysis this has increased

from £63m to £72m depending upon which option is chosen by the partnership.

- Consultants Buchan Associates have been appointed by NHS Western Isles to collate and prepare proposed model of care for health and social care services on Barra and Vatersay.
- Additional land is required to support the options and the Comhairle are reviewing the potential of purchasing crofting land. Discussions continue with the Scottish Government, owner the land being Ministerial, and the crofter concerned.
- Timelines are tight over the next few weeks as information will be submitted to the Health Board and then revised information going forward to the Executive Project Board and then the Comhairle.

Members deliberated the report and the information presented.

The Chief Finance Officer, Debbie Bozkurt, reflected on some of the issues being raised within the Barra and Vatersay project with that of the Goathill Project. It was suggested that there is a need to assess the current level of staff and demographic need on Barra compared with the level of resources that would be available or the level of patient and client need required once the project is completed around 2026.

Gillian McCannon remarked that it is essential that the health and social care building of the project is completed and delivers a safe and healthy building, given the complexity of covid requirements. There is great concern as to the increasing cost in relation to revenue, let alone capital funding that will need to be absorbed by all partners – NHS, Comhairle and Hebridean Housing Partnership but also including Scottish Government.

Moira Anderson advised that the Business Case will be presented to the Scottish Government Capital Investment Group including all projected building costs as well as revenue costs which are required as part of the Scottish Government process. The challenge will be what level of revenue impact this may have on the NHS and the Comhairle as to year on year affordability.

Nick Fayers reflected on the discussion and suggested that as we address and review the income and expenditure and the resources required for Barra this should be applied to the Goathill project, which all Members agreed upon.

Cllr. Paul Steele raised some of the concerns noted to him by individual residents on Barra as to what the service would look like for the client using the Housing with Extra Care (HwEC). Mrs. McCannon iterated the need to have greater engagement with all stakeholders enabling people to be well informed and any concerns are being addressed and responded to appropriately.

Malcolm Burr remarked that the anecdotal comments are not being evidenced and engagement has been detailed, meaningful and explorative and if required external

support has been obtained. He and Iain MacKinnon will be meeting with residents in Castlebay to advise on the progress of the project.

Carolyn MacPhee noted concern as to the dependencies in option 1 and option 2 on transport support provided from Third Sector. It was noted that the Third Sector has suffered a significant budget cut and some elements of support may need to be identified within other organisations budgets.

The Chair asked Iain MacKinnon for a more robust paper noting the risks and what actions are or have been identified to mitigate the positions. Mr. MacKinnon agreed to provide the report for the February meeting.

Members discussed the need to purchase the croft land to enable the placement of the hospital / care service facility, however this is also on a flood plain.

Malcolm Burr indicated that discussions continue with the crofter and the land valuator who will be assessing the market value compared with the value of the land noted by the crofter.

Members noted that obtaining agreement from the Crofters Commission may be a long and drawn out process when seeking to purchase land under one entity – be that public ownership or private acquisition.

Malcolm Burr advised that he and Iain MacKinnon will be travelling to Barra and shall be meeting with the Castlebay Community Group to update them on the progress.

The Chair asked Mr. MacKinnon for a more robust paper and the inclusion of the risk mitigation papers for the next meeting of the IJB. Mr. MacKinnon agreed.

The Chair thanked Members for their scrutiny and input into the discussion.

**Decision: The Audit Committee formally noted the report.**

**Action: Detailed dental report to be presented to a future meeting. Nick Fayers  
BVCC detailed report, including risks and mitigation, to  
be presented to the February 2022 meeting. Iain MacKinnon**

*Moirra Anderson left the meeting.*

## 5.1 Goathill Project Update

Nick Fayers and Debbie Bozkurt presented the Goathill Campus financial gap report.

The Chief Officer advised that the report presented reviews the risks associated with Goathill revenue resources rather than the building costs of the facility.

Nick Fayers took Members through the report highlighting:

- the number of beds associated with Goathill ~ pre 145 beds compared with post being 170.
- Dun Eisdan pre – 38 clients / Dun Berisay pre – 33 clients = 71 clients to transition.
- Goathill Campus will provide 52 bed care home ~ 4 wings with 13 beds plus 50 extra care flats. Of the 50 extra care flats, 25 of the flats will be required to support 11 respite care, 10 care home and 4 intermediate beds, some or all of which will need to be registered with the Care Commission.
- In September 2021 the Chief Finance Officer worked with Social Care staff and projected financial shortfall as £1,805k. With further analysis, as at 25 November 2021 the gap was reduced to £1,179k.
- As at January 2022 the Goathill Campus financial gap is £650k which is a further reduction of £550k compared with the information presented to the Audit Committee in December 2021. This requires the IJB to secure additional funding from the Comhairle to close either the expenditure or income gap.
- Putting the gap into context the IJB Social Care has a £2m underlying deficit which is a result of flat cash being provided for the last 4 years. The IJB budget process for 22/23 will start with a minimum of £2.7m budget gap associated for social care workforce issues without the inclusion of NHS Partner's pressures and any other pressures including off island and on island placements.

The Chair thanked Nick Fayers and Debbie Bozkurt for their review and presentation of the facts. He asked Members to note the recommendations as:

- Note the revised Gap in funding contained in the report; and
- Agree that a report asking for an increased payment from the Local Authority Payment be taken to Policy and Resources Committee in order to support the transition of the current care home and respite beds to Goathill in the first instance. The Integrated Joint Board would be required to consider its position on commissioning the additional 25 Housing with Extra Care beds against the financial backdrop.

Members listened and scrutinised the information presented to the Committee.

The Chair reflected on the information and concluded that the position will result in a delay in opening the care facility as the layout requires additional staffing to provide a safe and effective transition of the clients from the two care homes into the new campus.

Malcolm Burr indicated that the project encompasses the issues of health and social care financially and the staffing concerns as well as the potential movement towards a National Care Service. The model was agreed by the Comhairle and the IJB initially. He commented on the reference to “flat cash” noting that the Comhairle’s allocation has been reduced by over 40% in the last 10 years and a number of cuts to services have had to be made. He advised that as the value put forward into the IJB has not reduced, but has not increased to take account of inflationary costs e.g. yearly staff pay increases, the IJB has not been affected by any request to reduce its budget.

Malcolm Burr indicated that he, nor any council officer, would not be presenting any recommendation to the Policy and Resource Committee seeking additional funding or ring-fenced or directed funding allocation.

Gillian McCannon indicated that she understood the challenges the Comhairle are facing in relation to their allocation and the continuation of service delivery, which is the same for the majority of public bodies. However each parent body needs to ensure that it provides the IJB with the relevant and necessary uplifts to ensure that their delegated resources are funded appropriately.

Debbie Bozkurt iterated the financial position and the consequences meaning that the IJB cannot afford to commission the facilities as it does not have the financial resources to support the new facility and the required new staffing levels.

*Malcolm Burr left the meeting.*

Jack Libby briefed Members on the rationale for reducing staffing at night and the role of the senior social care worker who is responsible for the delivery of care within the current facilities, as well as the role of existing staffing.

Members scrutinised the information provided and acknowledged that they were not privy to the detailed staffing toolkit used to identify the necessary safe staffing levels for the new facility, however they still had concern.

The Chair asked Iain MacKinnon if a site visit by the Audit Committee Members could be arranged to enable Members to understand the layout and the staffing levels required. Iain MacKinnon agreed and would liaise with Dan MacPhail and Michelle McPhail to make the formal arrangements.

Gillian McCannon commented on the need for the site visit, deep dive look at the staffing level required and the skills mix currently known within the existing staff.

Members raised their concerns and indicated that they have not been provided with sufficient assurance to enable them to agree to open the new facility safely.

The Chair summarised the discussion and the financial elements stating that without the additional Comhairle funding to enable advertisement for the staff required, the clients cannot be transitioned into the facility safely. Members agreed. It was noted that the funding is required from the Council to enable adverts to be placed, however there was a recognition that obtaining the additional staff would be a challenge given the historical issues in attracting people into the profession.

The Chair remarked that given the seriousness of the issue he asked Nick Fayers to discuss this with Malcolm Burr, as a matter of urgency, and this should be actioned within the next 48 hours.

The Chair thanked Member for their input into the challenging discussion and examination of the information presented including scrutiny of the verbal presentations by colleagues.

**Decision: The Audit Committee:**

- Noted the revised Gap in funding above; and
- Agreed that a report asking for an increased payment from the Local Authority be taken to Policy and Resources Committee in order to support the transition of the current care home and respite beds to Goathill in the first instance. The Integrated Joint Board would be required to consider its position on commissioning the additional 25 Housing with Extra Care beds against the financial backdrop.

**Action: Arrange site visit to Goathill Campus**

**Iain MacKinnon &  
Michelle McPhail**

**Nick Fayers to discuss the presentation of the  
report to the Policy & Resource Committee  
with Malcolm Burr.**

**Nick Fayers**

**Report to be presented to the IJB in relation to  
advising of the financial gap and the required  
level of workforce required to provide a safe  
environment for clients to be housed.**

**Nick Fayers**



### 5.3 Timetable 2022- revised

Mrs. McPhail presented the revised timetable approved by the IJB in December 2021. The timetable denotes monthly meetings for both the IJB and its Audit Committee, as requested by Mr. Fayers. The Chief Officer advised that monthly meetings would support the presentation of timely information and enable agreement and actions to be taken more promptly.

The Chair thanked Mrs. McPhail for the information and approved the recommendation.

**Decision:** The Audit Committee:

- a) noted the revised timetable which was approved by the IJB in December 2021;
- b) agreed to the frequency and agreed to establish an appropriate annual work plan, taking cognisance of quarterly and month report presentation; and
- c) noted the request that the IJB Corporate Support, approved in September 2018, is revised and present in 2022, confirming the individuals within each parent body that will support the corporate function of the IJB.

**Action:** **Present at a future meeting the Audit Committee Annual Plan.**

**Michelle McPhail**

**Present at a future meeting the IJB Corporate Support list. Nick Fayers**

## 6 STAFF GOVERNANCE

### 6.1 Workforce Plan update

The Chief Officer, Nick Fayers, provided a verbal update advising the Committee that the Scottish Government are expecting Workforce Plans to be submitted at the end of June / beginning of July 2022.

The NHS have completed their draft Workforce Plan and have obtained Scottish Government comments and reviewed the plan. Work continues to refine that Plan taking cognisance of the government comments. The Council are in the process of assessing their Plan and once complete, the Chief Officer will be able to establish an IJB Workforce Plan making reference to both parent body plans.

Members noted the following:

- The issue of obtaining a workforce is a wider issue on how to bring people to the islands.
- Both parent body Plans need to identify what skills are needed to meet the service requirements as well as what skills are available within the current



workforce and could these be improved on via training and education to meet the required need.

The Chair thanked Mr. Fayers for the verbal update and acknowledged the requirement of the Scottish Government.

Mr. Fayers indicated that the Workforce Plan review would be updated quarterly and presented to the IJB Audit Committee and then onwards to the full IJB.

**Decision:** The Audit Committee formally noted the verbal report and acknowledged that updates would be provided quarterly.

**Action:** No actions required.

*There was an issue with the Teams connection and the Chair, Cllr. Angus Morrison, lost his internet connection. Vice Chair, Gillian McCannon, took the Chair for item 7.1 until Cllr. Morrison could re-connect.*

## **7. OPERATIONAL PERFORMANCE**

### **7.1 Dental Service Update**

The Chief Officer, Nick Fayers, updates Members as to the progress with the dental hub based within the Uist & Barra Hospital. It was noted that the Scottish Government have confirmed their agreement to fund the capital development with an allocation of £1.3m. The costs have increased significantly since the original position.

Ms. Bozkurt, the Chief Finance Officer, indicated that the Scottish Government have agreed to make the capital allocation into revenue to enable the Board to carry forward the allocation into the next fiscal year as the funding could not be spent within the current year.

Members had previously requested a detailed report advising on the delivery of the current service, outreach delivery as well as the use of the dental chairs.

It was iterated that due to covid there are a number of restrictions on the delivery of services that have an aerosol impact, which does impact on conducting any treatment that is not within a clinical environment with air filtration systems.

*Cllr. Angus Morrison linked into the meeting.*

Members asked if the Chief Dental Officer, Colin Robertson, as still in post. Mr. Fayers indicated that, as colleagues are aware, the dental staff have been providing the support to test covid patients for nearly 2 years. Mr. Robertson is now focusing on the remobilisation and recovery of services and will be able to provide an update, which Mr. Fayers will discuss with him.

Cllr. Steele wished to note his thanks to the dental staff for their continuous support.

**Decision:** The Audit Committee noted the update

**Action:** A detailed report to be presented at a future meeting

**Nick Fayers**

## **8. PERFORMANCE**

### **8.1 IJB Performance Report**

Members reviewed the Report, noting as at September 2021 that the majority of targets are not on trajectory, a direct result of the pandemic.

The Chief Officer, Nick Fayers, indicated that the report is detailed and have lengthy narrative providing background and narrative context, system performance as well as resource and strategic implications.

Members further reviewed the detail contained within section 6.10 relating to additional Scottish Government funding - £248k for interim care and £384k for additional capacity in Care at Home.

Nick Fayers advised that with Scottish Government support and approval, 2 interim care beds have been secured in Inverness. This is to support when patients are declared fit for discharge could go into an interim care facility with focus on reablement and rehabilitation. One person is using this facility and the funding also supports physical and virtual visits by family members.

The £384k is being used to support recruitment to Care at Home service but 17 wte posts being created under the NHS terms and conditions with the potential for a further 7 posts. These individuals would work across the sector and provide the support to Care at Home.

The decision was taken following an assessment of recruitment successes between the two parent bodies with the NHS having a 91% success rate compared with a 53% within the Comhairle.

The Comhairle has undertaken a survey of their staff in relation to increasing payments within the Single Status parameters. The survey has been completed and conclusions should be made available early next week.

Members scrutinised the dashboard appendices.

The Chair thanked Nick Fayers for the detailed report and the additional narrative which has provided greater detail and therefor enabling a greater level of understanding and assurance as to the work being undertaken to mitigate risks. Nick Fayers advised that the report would be presented quarterly with greater details.

**Decision:** The Audit Committee Members noted the report.  
**Action:** Quarterly reporting will be presented to the Committee.

## 8.2 Risk Register

The Chief Officer provided Members with the revised status of the risk register, asking Members for any questions.

Debbie Bozkurt remarked on the high risk associated with the IJB budget, IJBSR9. Covid funding supports the breakeven position this year but due to the council settlement this year being flat cash and £4-5m gap at the start of 22/23 fiscal year.

Gillian McCannon raised concern at the Clinical and Care Governance Committee not meeting and the ineffective governance arrangements in place and the rating of 3.

Nick Fayers advised that the Committee recently met in November / December and in conjunction with the Chair, Dr. Frank McAuley, looking at how to strengthen the arrangements.

Michelle McPhail advised that the Clinical and Care Governance Committee was established to enable the IJB to have confirmation of the governance arrangements across the delegated clinical impact areas. Further to a review with other IJB, their governance arrangements and evidence is provided by having sight of two Annual Reports – NHS Clinical Governance Committee and the Council Chief Social Work Officer Annual Report. The proposal that will be taken forward is to dissolve the Clinical and Care Governance Committee and replace this with the presentation of the two Annual Report with the support of exceptional reporting when incidents of major issue arises within each parent body.

The Chair and Gillian McCannon welcomed the review and streamlining of a system to stop duplication and saving time of senior officer without compromising the position of the IJB. An appropriate report will be welcomed at a future meeting of the IJB.

Tim Ingram offered his professional advice on monitoring and management of risks, which Nick Fayers welcomed and a discussion meeting would be established.

The Chair asked for a detailed report to be presented to the Committee within the next 3 months given the schedule of quarterly presentation. Nick Fayers agreed.

**Decision:** The Audit Committee formally noted the report.  
**Action:** Feedback on the review of the risks by Tim Ingram and Nick Fayers

**Report on the proposal to dissolve the Clinical & Care Governance Committee to be presented at a future meeting of the IJB.**

**Michelle McPhail**

## **9. DATE & TIME OF NEXT MEETING**

**Meeting:** IJB Audit Committee

**Location:** Teams

**Time:** 1000-1300

**Day / Date:** 09 February 2002  
09 March 2022

The Chair brought the meeting to a close at 1.25pm, thanking colleagues for their constructive review and scrutiny of the reports.

END