



**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 Wednesday 09 February 2022 at 2.00pm, via Microsoft Teams

This meeting was recorded for the purpose of supporting the production of the minute which was completed by Michelle McPhail, Corporate Business Manager. The recording will be destroyed following the production of the minute.

Members:

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
Ray Buist	Auditor, Audit Scotland
Nick Fayers	Chief Officer, IJB
Robert MacAskill	Internal Auditor, CnES
Angus M Murray	CnES – Union Representative

1. WELCOME

The Chair welcomed those attending to the meeting.

2. APOLOGIES FOR ABSENCE

Paul MacAskill	Chief Internal Auditor, CnES
Carolyn MacPhee	Chair, Third Sector Interface – Western Isles
David Jamieson	Senior Audit Manager, Audit Scotland
Tim Ingram	Non-Executive Director NHS Western Isles
Michelle McPhail	Corporate Business Manager, NHS Western Isles

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MINUTES

4.1.1 IJB Audit Committee Minutes of 09 December 2021

Minute of the Integration Joint Board Audit Committee held on the 09 December 2021 was approved as an accurate record of the discussion.

Decision: The Committee formally approved the Minutes of 09 December 2021.

Action: No action required.

4.1.2 IJB Audit Committee Minutes of 12 January 2022

Minute of the Integration Joint Board Audit Committee held on the 12 January 2022 was approved as an accurate record of the discussion.

Decision: The Committee formally approved the Minutes of 12 January 2022.

Action: No action required.

The Chair thanked Mrs. McPhail for robust, comprehensive and accurate minutes.

4.2 Matters Arising

09.12.21 – Chair requested the attendance of the Comhairle and NHS Chief Executive and Jack Libby in relation to Goathill. However Nick Fayers advised that a further meeting being held their attendance is no longer required. As the situation develops an update paper will be presented to the Audit Committee and decision taken for onward presentation to the full IJB. The Chair accepted this way forward.

09.12.21 – Gillian McCannon asked about the Comhairle's staff survey and asking about the feedback. The Chair advised that this was raised by Councillors today in the Policy & Resource discussion denoting that a 48% response rate had been obtained but further work is required and further presentation of the findings will be presented to the Comhairle committee. Perhaps an update at the next meeting of the Audit Committee.

Paul Steele confirmed that the draft report exists but further HR work is required and expected to be presented to the March meeting of the Comhairle's Policy & Resource Committee meeting.

The Chair requested that an action is taken to present the Staff Survey report to the Audit Committee as soon as it is available. - **ACTION**

Debbie Bozkurt advised that she and Gillian McCannon will be attending the Outer Hebrides Community Planning Partnership to present the workforce data reflecting on the challenges within island recruitment. In reviewing and updating information on staffing the position has worsened over the last 6-9 month especially in home care services, sickness is up 14% and staff leaving has risen further by 5.7%. It is important that we understand why people are leaving the service.

The Chair reflected on his concerns and requests to Council colleagues on obtaining information relating to exit interviews and need to pick up on this. It was noted that internal Audit had previously undertaken an audit on health and social care data and this report provides a baseline and perhaps ask Robert MacAskill and Paul MacAskill to add this to the Audit Committee list of audits to be undertaken and gain some information – **ACTION**

Gillian McCannon accepted this position.

Nick Fayers relating to the position noted by Debbie Bozkurt, recalled the position of unmet need to clients which is of great concern. 72 clients are known to require care at home but are unable to obtain the necessary support due to the staffing issues. This equates to 644 hours of staffing time which is unmet. This is a deteriorating position. A request has been made to his care at home team to risk score those clients who are not receiving the required care, and escalating when at a great risk of harm.

Risk register – Tim Ingram held a session with Nick Fayers in line with the management of the risk but not assessing the risks. This was a very helpful session and the intention is to revise the risk assessment document and supported with an additional report around the IJB risk appetite and how with a greater knowledge of the risks will change.

The Chair noted that we will have a number of risks challenging the IJB which needs close monitoring to identify mitigation.

We have 16 people in residential care who were placed there due to the lack of support within Home Care. This is on top of the 72 individuals assessed with need but currently unmet.

Gillian McCannon, reflected on the 16 clients in residential care who are classed as intermediate care which we really don't have. The total pressure is increasing with every piece of information obtained given the initial 72 plus 16 placed in residential due to them being on the waiting list for an extended period of time, the question is for the 72 clients waiting, if their condition deteriorates due to the lack of care will they too require residential care within a system that has no capacity.

Debbie Bozkurt noted the increase in our ageing population from local demographic trends. The local economy is being affected because people are having to leave work to care for their relatives. The ageing population is adding increased pressure on social and health care services.

The overall effect of this, can impact on both the individual's physical as well as mental health. The full report is being presented to the Outer Hebrides Community Planning Partnership.

Dental Service in Uist – seeking an update from Nick Fayers. Nick Fayers have asked for this report from Colin Robertson and helpful to have the high level report in March for the Audit Committee – **ACTION – update the Action Points.**

Decision: The Audit Committee formally noted the matters arising and comments.
Action: Comhairle Staff Survey report to be presented to the Audit Committee as soon as possible – March 2022. **Nick Fayers**

Request internal audit to undertake a review of the exit interviews when staff leave the organisation to understand the reasons for leaving.

Robert MacAskill

Dental Report – update the Action Points with the information.

Michelle McPhail

4.3 Action Points

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

Update for the dental report and the risk register noted on the Action Points with the information noted in the Matters Arising.

Decision: Present the updated report at the March 2022 discussion.
Action: Agenda item for March 2022 **Michelle McPhail**

5. AUDIT AND FINANCIAL GOVERNANCE

5.1.1 Integration Scheme Review

Robert MacAskill presented the report advising colleagues. The findings are noted at paragraph 1.5 and although it is known that a light touch review was undertaken however this still needs to be reported to the IJB. It is important that this is given and update also noted to Scottish Government. A full review was due to be undertaken however due to covid.

The Chair noted that normal monitoring of the recommendations and updates will be forthcoming to the Committee until such time that the Committee is content that all aspects have been evidenced and implemented or suitable justification has been provided.

No questions were raised.

Decision: The Audit Committee formally noted the position of the report.
Action: No actions required.

5.1.2 Consultation, Participation and Engagement

Robert MacAskill drew members' attention to paragraph 1.7 which highlights areas of good practice and the IJB has a number of groups and forums that engage with the public on an ongoing basis. The LPGs now have admin support to assist in their work.

Concluding remarks noted at paragraph 1.8 denoting:

- The review of the Participation and Engagement Strategy should take cognisance of the updated guide on the National Standards for Community Engagement and associated review form;
- The outcomes of consultation and engagement exercises undertaken should be clearly communicated on the website along with a link to the relevant partner body website where relevant.

It was noted that the website should be updated but perhaps covid has impacted on this.

Gillian McCannon noted that the Scottish Government have halted the implementation of the Participation and Engagement Strategy due to NHS Boards being in an emergency footing but will be reinstated as soon as possible.

Paul Steele commented that the LPGs are a good review and the minutes of these should be presented to the IJB and the Audit Committee – **ACTION**. Gillian McCannon supported this request.

Decision: The Audit Committee formally noted the report.

Action: LPG minutes to be presented to the Audit Committee as well as the IJB
Nick Fayers

5.1.3 Information Governance and Data Sharing

Robert MacAskill drew members' attention to the report noting paragraph 1.4 detailing good practices that are in place e.g. data sharing partnership between the parent bodies as well as the Public Health Analyst working across NHS and IJB.

Noted at paragraph 1.5 it raises a risk as red, which was the information provided at that time. However it has been evidenced that a Records Management Plan has been established and the draft Plan has been submitted to the Records Keeper for Scotland. Due to the pandemic no formal response to the Plan has been obtained to date although it has been advised that a review of the draft Plan will be undertaken in the spring given the time that has elapsed.

Gillian McCannon wished to thank Paul MacAskill and all of the Audit Team for their informative reviews and recommendations. However she wished to obtain

assurance that the timeframes, where red and amber status is noted, will be concluded by the deadline dates. These actions are for Nick Fayers to complete.

Nick Fayers reflected that he needs to consider the time required to conclude each recommendation given the level of work currently being addressed. He will pick this up with Robert MacAskill to discuss in detail.

Decision: The Audit Committee formally noted the report.

Action: Review the recommendations with Robert MacAskill.

Nick Fayers

6. CORPORATE GOVERNANCE

6.1 Goathill Project Update – standing item

The Chair asked Nick Fayers, Chief Officer, to provide a verbal update as Iain MacKinnon was unable to attend the meeting.

Nick Fayers advised on the following:

- Anticipated handover is June 2022, no specific date and discussions continue with the main contractor.
- Following formal handover then internal implementation will be addressed – installation of IT systems, lighting, ventilation etc.;
- If the financial revenue position is addressed and we are able to advertise and potentially recruit then a period of training and familiarisation would be required to receive the clients from the other care homes.
- There is further risk relating to the housing with extra care, this would take the revenue gap on recurring basis to £1.2m for the care home itself.
- Debbie Bozkurt and Nick Fayers met with SG colleagues to appraise of the situation and seek advice.

The Chair acknowledged that correspondence had been sent to the Chief Executive of the Comhairle in relation to the concerns, however he enquired if discussions are ongoing with the Chief Executive of the Comhairle and others to address the gap, given the recent negative press coverage when Nick Fayers did not attend the Communities and Housing Committee meeting.

Nick explained that discussions are ongoing in relation to the financial gap. The IJB is clear as to the understanding as to where the revenue shortfall sits within the council.

Nick Fayers explained re: the negative press coverage, noting that he has a full audit trail of the position but wished to make it clear that the report he did had been materially altered significantly to the point that he no longer recognised the report as his own and therefore advised the Committee in advance that he would not be attending as this would be a breach of governance arrangements.

In relation to the letter the Chief Officer wrote to the Chief Executive of the Comhairle, following instruction from the Chair of the IJB and Chair of the IJB Audit Committee, the CO has yet to receive any acknowledgment or response. Once a response is available this will be shared with the Committee.

The Chair asked that we are content from an audit point of view that there is no break in dialogue and conversations are happening frequently to resolve the issues.

Conformation that dialogue is ongoing was obtained from Nick Fayers.

The Chair acknowledged the challenges in place but thanked him for his commitment to resolve the financial position.

The Chair asked if the site visit of Goathill could be confirmed for the beginning of March. Nick Fayers will pick this up with Dan MacPhail.

The Chair asked about the information on the staffing levels required to support the move of clients into the new facility.

Nick Fayers stated that it is not possible to have double running costs, by part occupying the new facility while still retaining some clients in the existing building.

The Chief Officer advised that the floor plans were presented to the IJB in January along with the detail as to what level of staffing is both required and available currently. The graphics should be taken on the actual site visit to enable greater understanding.

Paul Steele asked about the advice given about the funding shortfall. The paper presented to the IJB provides an accurate factual record of both the financial deficit and workforce requirements.

Paul Steele noted his availability to attend the site visit being 22.02 - 24.02.22

Gillian McCannon supported the work from the Chief Officer and Chief Finance Officer, which the IJB is clear on its strategic position and clear on the position of the Integrated Joint Board and the decision approved. Regardless of the contentious issues we need to work in a collegic manner and don't become polarised. The structural deficit has been a known risk from the onset of the project and is the responsibility of CnES.

The Chair agreed whole heartedly, and this could be a clear benchmark on working.

Following a comment by the Chair, Debbie Bozkurt was able to confirm that she is more involved in the day to day issues rather than her positions as a strategic section 95 officer and she deals with Donald E and he works with Norman

MacDonald. A significant amount of work is required to clarify some of the finance information being presented.

The Chair asked External Auditor, Ray Buist for his views on the issues being raised.

Ray Buist indicated that he may not be fully aware of the detail, however he is aware of the discussions undertaken by Nick Fayers with Audit Scotland and Scottish Government seeking advice on how to address this and clarity of the funding. We need to see how this progresses and enable Audit Scotland to resolve this and for the IJB to demonstrate how integration and partnership working is being achieved but this is a significant risk for the IJB. Brian Howarth as the engagement lead is providing support to Nick Fayers.

The Chair thanked Ray Buist for his review of the situation.

The Chief Finance Officer gave some clarity in relation to the overall financial position, noting that she does not have all the up to date information. However in reviewing the 3 year plan the financial position is not just about Goathill we were projecting a £2.5m gap on social care and £1m gap on NHS, equating to £3.5m gap moving into 22/23. Additional allocation received from the Scottish Government which is very specific as to what we can spend it on and not bringing the underlying gap. This is not just about Goathill it is much bigger than Goathill. Reserves will be £2.5m lighter to pay the capital cost of Goathill.

Ray Buist raised comment, on the increase of committee meetings he will not be able to attend all the meetings but will be selective due to Audit Scotland resource pressures.

Decision: The Audit Committee noted the verbal report.

Action: Continue to obtain update report on the position.

6.2 Barra and Vatersay Community Campus – standing item

The Chair noted that the report was presented to the Policy & Resource Committee at the Council and the recommendations were approved.

Moirra Anderson presented the report that was presented at the Council meeting earlier today. However the report does not specifically address the risks and mitigation issues that the Audit Committee requested.

The reassessment exercise is complete with the 12 options being reduced to 5 and the programming, denoting that Option E6 is the most cost effective, which happens to be the same as the community preference. You will see the indicative programme and this reflects the issues with E6 and the purchase of additional land which should go through but may have an extended timescale as noted by the Crofters Commission process in de-crofting the land.

Section 5.9 denotes the indicative costing for the options and those costing reflect the most accurate costs given the current economic climate. Option E6 may be the most cost effective but there is still a funding gap, work continue to help reduce the shortfall but it is still work in progress.

The model of care was still getting a number of public questions and therefore Jack Libby will be visiting Barra to provide assurance to the public as to how the service will delivered and confirmation of patient / client flow.

A meeting on Friday, 11 February 2022, with Scottish Government colleagues will be held to seek their agreement to continue to move forward with Option E6 and to enable Hub North to start the stage one design on E6 in early March.

Work continues on progressing this project forward.

The Chair thanked Moira for the comprehensive report.

Paul Steele commented on the Housing with extra care and it will be good for the residents to obtain greater clarity on how this will move forward. Good progress being made.

Gillian McCannon, good community engagement. Liability in relation to the funding gap and the time-lapses noted as 2027, however there is a need to consider the existing capital needs for St. Brendan's in the interim.

Thanks to the project team for all their support and work.

Work will be undertaken to assess the revenue consequences and mindful on the depreciation and seeking the views from Scottish Government. Need to get the HwEC revenue and the soft facility costs that will need to be employed locally, but again there is a working population workforce. This information will be required by Scottish Government as part of the Capital Investment Group submission.

Paul Steele welcomed the latest option also addressed additional housing to support new workforce.

Decision: The Audit Committee formally noted the progress report.

Action: No actions required.

7. DATE & TIME OF NEXT MEETING

Meeting: IJB Audit Committee

Location: Teams

Time: 1000-1300

Day / Date: 09 March 2022

The Chair brought the meeting to a close at 3.15pm, thanking colleagues for their constructive review and scrutiny of the reports.

END