



# CÙRAM IS SLÀINTE NAN EILEAN SIAR

## INTEGRATION JOINT BOARD

IJB – 19.02.26  
Item: 4.1

**MINUTE OF MEETING HELD IN THE  
COUNCIL CHAMBER, COUNCIL  
OFFICES, SANDWICK ROAD,  
STORNOWAY AND THROUGH  
MICROSOFT TEAMS ON THURSDAY  
20 NOVEMBER 2025 AT 10:00AM**

### **Voting Members Present:**

Annetta Smith	Non-Executive Director, NHSWI (Chair)
Naomi MacDonald	Non-Executive Director/ IJB Voting Member
Karen France Macleod	Non-Executive Director/ IJB Voting Member
Julia Higginbottom	Non-Executive Director/IJB Voting Member
George Murray	CnES Councillor/ IJB Voting Member
Iain Archie MacNeil	CnES Councillor/ IJB Voting Member
Susan Thomson	CnES Councillor/ IJB Voting Member

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

Emma MacSween	Interim Chief Officer, IJB
Debbie Bozkurt	Chief Finance Officer, IJB
Christina Morrison	NHS Lead Nurse Community
Clare Carolan	NHS Assistant Medical Director
Dena Macleod	Hebridean Housing Partnership
Morag Munro	WI Community Care Forum
Joanne Bark	NHS WI Director of Dentistry

### **In Attendance:**

Malcolm Burr	Chief Executive, CnES
Gordon Jamieson	Chief Executive, NHSWI
Gillian McCannon	NHS WI/Depute Voting Member
Adam Haahr	Audit Scotland
Sandy Gomez	CnES, Chief Financial Officer
Anne MacDonald	CnES Principal Accountant
Ian McCorquodale	NHS WI, Depute Voting Member
Kedar Paul	NHS WI, Senior HI Analyst
Angela Smith	CnES, Housing Strategy Manager
Lorraine Graham	CnES, Housing Services Manager
Michelle McPhail	NHS WI, Corporate Business Manager
Shona Hadwen	CnES, Principal Administrator, Governance and Elections
Yvonne Maciver	CnES, Administrator, Governance and Elections



## 1. WELCOME

The Chair welcomed all members to the meeting. The Chair congratulated Emma MacSween on her recent appointment as Interim Chief Officer of the IJB and looked forward to working with Emma in the coming months. It was noted that Emma had made significant contribution to the IJB in her former role as Head of Community and Partnership Services.

The Chair also welcomed Ian McCorquodale, NHS WI, Depute Voting Member to his first meeting of the IJB.

## 2. APOLOGIES

Calum Maclean	CnES Councillor/ Voting Member
Michael Stewart	CnES Chief Social Work Officer
Frances Robertson	NHS WI, Nurse Director

## 3. DECLARATION OF INTEREST

There were no declarations of interest.

## 4. MINUTES

### 4.1 IJB Minute of 19 June 2025

The Board considered the Minute of the meeting of 19 June 2025.

**Decision: The Minute of the Meeting of 19 June 2025 was approved**

**Action: No further action.**

### 4.2 Matters Arising

There were no matters arising.

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

**Action: No action required.**

### 4.3 Action Points as at 19 June 2025

The Chief Officer provided updates on the following items on revised Action Points Tracker:

- Minutes of the Strategic Planning Group – previous minutes to be reviewed by the Chief Officer and a revised format for future meetings would be issued.



- Strategic Commissioning Plan – Chief Officer to review with a revised plan to go through the proper formal channels, before being presented to the Board early in 2026.
- Finance – Budget process has commenced, National Settlements will not be known until January 2026, with budgets being set in February 2026. Chief Financial Officer to update at next meeting.
- Review of Integration Scheme – Draft Scheme to be revised and consultation process to be revisited. Chief Officer will present a revised copy to a future meeting of the Board.

**Decision:** It was agreed to note the update provided.

**Action:** All other items on the tracker to be removed as they are now complete.

#### **4.4 IJB Audit & Risk Committee 5 March 2025**

The minute of the meeting of the Audit and Risk Committee on 5 March 2025 which was approved at the Audit and Risk Committee meeting on 5 November 2025, was presented to the Board for noting.

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

**Action:** No action required.

### **5. CORPORATE GOVERNANCE**

#### **5.1 IJB Membership Update**

The Corporate Business Manager presented the Report for awareness. The Membership List position had been updated on 5 November 2025. It was noted that Cllr Norman MacDonald had resigned from the Board, and Cllr George Murray had moved from being a substitute Member to a substantive Member of the Board.

**Decision:** It was agreed to note the Report.

**Action:** No action required.

#### **5.2 IJB Timetable of Meetings**

The Corporate Business Manager presented the Report for approval. The Report detailed the proposed date of all meetings of the IJB and the IJB Audit & Risk Committee for 2026.

**Decision:** It was agreed to approve the proposed dates of IJB and IJB Audit & Risk meetings for 2026.

**Action:** No action required.



### 5.2.1 IJB Business Cycle

The Corporate Business Manager presented a proposed Workplan which detailed the documentation/policies that need to be presented to the Board, and at what meetings during the year. It was noted that a number of documents did not have a specific date attached. These would be discussed at a future meeting with between the Corporate Business Manager and the Chief Officer and a revised Workplan would be brought back to the Board early in 2026 for approval.

**Decision:** It was agreed to approve the proposed Workplan of the IJB for the 2026 period, on the basis that a revised Workplan, containing dates for all submissions, be presented to the Board early in 2026..

**Action:** The Corporate Business Manager to meet with the Chief Officer to agree deadlines for outstanding items contained within the Workplan.

### 5.3 Audit and Risk Committee Terms of Reference

The Corporate Business Manager requested the homologation of the decision taken at the Audit & Risk Committee of 5 November 2025 where Standing Orders were suspended in order to revise the Terms of Reference of the Audit & Risk Committee to enable the meeting to proceed without the presence of a Chief Officer.

The Audit & Risk Committee Terms of Reference state that in order for a meeting to be quorate, the Chief Officer must be in attendance. Having sought legal advice from the Head of Law and Governance at the Comhairle, it was agreed to suspend Standing Orders at the meeting of the Audit & Risk Committee so that an amendment could be made to the Terms of Reference that would enable the meeting to ahead, in the absence of a Chief Officer.

The Board were asked to homologate that decision.

**Decision:** It was agreed to homologate the decision taken to suspend Standing Orders at the meeting of the Audit & Risk Committee on 5 November 2025, in order that the meeting proceed without a Chief Officer being present.

**Action:** Corporate Business Manager to review the Terms of Reference of the Audit & Risk Committee with the Chief Officer, and present a revised version to a meeting of the Board early in 2026.

## 6. FINANCIAL GOVERNANCE

### 6.1 Annual Accounts 2023-2024

The Chief Finance Officer, IJB, Ms Debbie Bozkurt presented the audited Annual Accounts 2023-2024 for approval. The introduction provided a summary of the IJB's financial performance for the year and how this has supported the delivery of its core duties. It also summarised the challenges and risks faced by the IJB in future years in the delivery of its objectives.

The Financial Statements for 2023-2024 were set out on pages 21 and 22 of the Report and incorporate financial and other information required by the Code of Practice on Local Authority Accounting in the UK. The statement of Accounting Policies was detailed on pages 23 - 24 and explained the basis for the



recognition, measurement and disclosure of transactions and other events in the Annual Accounts, to ensure that they present a “true and fair view” of the IJB’s financial performance.

The Report stated that the IJB had an in-year overspend of £2,774m which would be offset by transfer from general, specific and earmarked reserves. Full details of the reasons for the overspend were detailed in the Report.

The IJB, as at 31 March 2024 held reserves of £8,772m, a reduction of £2,774m from 2022/2023. Details of specific reserves were outlined in the Report. Much of the earmarked and general reserves for the next three years would be used to ensure the Goathill Campus is funded within a break-even envelope and help offset underlying IJB deficits.

**Decision:** It was agreed to approve the audited Annual Accounts 2023-2024.

**Action:** No action required.

## 6.2 Audit Scotland Proposed Annual Audit Report 2023-2024

Adam Haahr, Audit Scotland presented their Annual Audit Report. The Report stated that due to the Cyber Attack in the Comhairle in November 2023, Audit Scotland were unable to obtain sufficient appropriate evidence on which to conclude their audit. As a result of this, a disclaimer of opinion was issued over the annual accounts.

The disclaimer specifically impacts:

- Statements across the Movement in Reserves Statement, Comprehensive Income and Expenditure Statement and Balance Sheet; and
- Management Commentary and Annual Governance Statement

The Report also stated that due to the cyber-attack:

- Adequate accounting records have not been kept; and
- All information and explanations required for the audit were not received.

In conclusion, the Report stated that the November 2023 cyber-attack on Comhairle nan Eilean Siar had significant impact on the IJB’s financial management arrangements. While management put in place manual processes to ensure continued financial operation, these were inevitably less efficient and effective.

The IJB reported a deficit position of £2.8m against the revenue budget

The cyber-attack disrupted financial reporting, meaning that from November 2023 revenue budgets could not be monitored for the remainder of the financial year.

An Action Plan for 2023/24 was provided in the Appendix to the Report.

**Decision:** It was agreed to note the Annual Audit Report

**Action:** Follow up recommendations at Appendix 1.



### **6.2.1 ISA 580 – Audit Scotland**

Adam Haahr, Audit Scotland explained that this letter included the legal wording of the disclaimer of the audit opinion and would be included in the Annual Accounts. It also includes a letter of representation which is provided as standard in all audits.

**Decision:** It was agreed to note the ISA 580 Letter.

**Action:** No actions required.

### **6.3 Executive Summary – Q2 IJB Finance Report**

#### **6.3.1 Q2 Finance Monitoring Report**

The Chief Finance Officer submitted a Report for noting which provided Members with an update on the financial position as at the end of September 2025. The Report reflected the spend to date and explained any recurring cost pressures and non-recurring cost pressure variances which had arisen in the first 3 months of the year and which are likely to have an impact on the year end out-turn.

As at 30 September 2025, the IJB showed an in-year overspend of £1,089m and at year end the Board is showing a projected overspend position of £3,699m excluding reserves. Financial Flexibilities including unallocated NHS pay awards and Reserves held for both partners mean a reported break-even position of the IJB by year end.

Full details of the main variance of the IJB, including financial risks to the ability to remain at a break-even position, were detailed in the Q2 Finance Monitoring Report.

**Decision:** It was agreed to note the details of the Q2 Finance Monitoring Report

**Action:** No actions required.

## **7 ASSURANCE**

### **7.1. Risk Register**

The Chief Officer, IJB submitted a Report on the Risk Register for noting. The Report stated that the IJB Risk Management Strategy and Corporate Risk Register required further revision before being presented to the Board for approval and assurance.

The Report further stated that under Schedule – Risk Management of The Public Bodies (Joint Working) (Integration Scheme) (Scotland) Regulations 2014m, it is stipulated that a risk management strategy must apply to the delivery of integration functions. This includes, in particular, the requirement to outline how a risk management procedure is to be developed.

In compliance with this requirement, a Risk Management Strategy was presented to and approved by the Board in September 2024.

Azets, the appointed Internal Auditors, recently conducted a comprehensive review of the Board's Risk Management Strategy and Corporate Risk Register. The findings and recommendations from this review



were presented to the IJB Audit & Risk Committee on 5 November 2025. The Committee agreed to adopt these recommendations and initiate updates to both the Risk Management Strategy and the Strategic Risk Register.

A further review and revision of the Risk Management Strategy and the Risk Register will be completed and reported back to the Audit & Risk Committee early in 2026, prior to submission to the Board for formal consideration thereafter.

**Decision:** It was agreed to note update provided on the Risk Management Strategy and the Risk Register.

**Action:** Chief Officer, IJB to work with colleagues to revise Risk Management Strategy along with the Risk Register and present to a future meeting of the Board.

## 8. PERFORMANCE

### 8.2 Executive Summary – Annual Performance Report 2025-2025

The Chief Officer submitted a Report summarising the Annual Performance for 2024-2025. The Report forms a key component of the IJB Annual Performance Report (APR) providing data on national indicator performance as prescribed in Health & Social Care – Annual Performance Reports: statutory guidance (Scottish Government, 2024).

The Report is broken down into sections reflecting the three separate elements of the national indicators:

- National outcome indicators – this section gathers feedback from the population related to their experiences of health and care. The Health and Care Experience (HACE) survey takes place biennially with the last survey undertaken in 2023/24;
- National data indicators – 9 data indicators are measured. As indicated within the guidance provided by Public Health Scotland, data from 2024 (calendar year) rather than 2024/25 (financial year) was presented for the majority indicators due to data completeness; and
- Ministerial Strategic Group (MSG) Integration Indicators – data for measures one to four are for the 2024/25 financial year, with measures five and six provisional for 2023/24 period.

The Report noted that a Health and Social Care Experience Survey takes place every two years, the last taking place in November 2023. The survey is sent to patients registered with a GP Practice. The response rate of 1149 people represented 27%, down from 29% in 2021/2022. From that, a total of 1149 people responded to the survey. Information relating to each of the National Outcome Indicators was provided within the body of the Report.

Particular attention was drawn to the response rate from carers who stated that they felt supported to continue in their caring role. This dropped by 8.6% locally. It was noted that the provision of respite care was one of the most important factors to carers as it keeps them going and allow them to continue caring.

The Chief Officer intimated that she was conscious of volume of information being received at Board meetings and that it was her intention to provide a more contextual narrative alongside some of the indicators, ie: what is happening in other services that has an impact the performance. She highlighted demographics and that the population data sets that are used per 100,000 are generally for 17 years plus. The ageing population in the Western Isles means more cases of frailty, dementia and other age



related diseases which shows the Western Isles trajectories are significantly different to partnerships with a younger demographic profile.

It was noted that comparison indicators should be made with other island authorities rather than Highland IJB, this would give a more accurate picture on how the IJB is performing. This had already been agreed previously, and work was ongoing to ensure this comparison be reflected in future performance reports.

The Chief Officer stated that she was going to meet with the Chair in the next week, to discuss the style of the Report for future presentation to the Board.

**Decision:** It was agreed to note update provided Annual Performance Report 2024-2025

**Action:** Chief Officer, IJB to liaise with Chair to discuss style of Report for future presentation to the Board.

### **8.3 Delayed Discharge and Unmet Need**

The Chief Officer submitted a Report for awareness on the current position with regards to delayed discharge and unmet need.

The Report stated that the Partnership's Delayed Discharge performance has continued to be extremely challenging in the reporting period. The appendix to the Report provided trend data for occupied bed days and delays by patient number. The level of unmet need for social work assessments had reduced by 31 assessments to 162 assessments pending completion. The prioritization of urgent and statutory work continued as well as the triaging of referrals for assessments and reviews. Persistent recruitment issues had been alleviated through a key appointment to a social work post in Uist and recruitment processes were pending for two post graduate trainee appointments. Social care assessor vacancies are also subject to recruitment processes after a number of unsuccessful recruitment attempts.

The Partnership continues to have significant challenges with maintaining system flow across the local health and social care services. In line with the current and projected demographics, the dynamics of workforce supply against demand for service is an acute and increasing challenge. The Report provided an overview of the immediate and longer-term actions being progressed to address and mitigate the risks to the local system.

**Decision:** It was agreed to:

- 1) note the content of the Report and the information provided relating to the issues negatively impacting on the Partnership's ability to improve Delayed Discharge Performance and the associated actions being undertaken to mitigate the impact and risk; and**
- 2) Note the Risk Register detail in relation to unmet need and service capacity, currently monitored through the local authority risk management processes, will be included in the risk management governance processes of the Boards's Audit and Risk Committee**

**Action:** No action required.



#### **8.4 Housing Contribution Statement**

The Chief Officer submitted a Report for the approval of the Housing Contribution Statement. The Report noted that through the production of a Housing contribution Statement, Integration Authorities are required to set out the involvement and role of the Local Authority Housing Service, Housing Associations and other housing providers and interests in the governance arrangement for the Health and Social Care Partnership.

The appendix to the Report provided a comprehensive Housing Contribution Statement, demonstrating the actions being taken on matters of shared interest by housing and health and social care providers. The Statement had been aligned to the Board's Framework and the priorities identified through the development of the Local Housing Strategy.

The Statement outlined the collaborative approach the Partnership was taking in relation to health and social care and housing related matters.

Housing and Health and Social Care colleagues have facilitated the production of the Statement, drawing on their engagement in their respective roles and through the consultation process associated with the development of the Local Housing Strategy.

**Decision: It was agreed approve the Housing Contribution Statement.**

**Action: No action required.**

### **9. POPULATION HEALTH**

#### **9.1 Presentation – Population Health Needs Assessment**

The National Population Health Framework is a ten-year cross-sector approach to improving health & wellbeing in Scotland. It highlights the potential future role of the IJB to support areas of local delivery. Kedar Paul, Senior HI Analyst, NHS WI gave a presentation on the Population Health Needs Assessment of the Western Isles. The Health Needs Assessment for the Western Isles contained a broad range of data that described and facilitated an understanding of the health of the population in the Western Isles. It will support the development of strategic priorities across NHS Western Isles and partner organisations. It will inform the development and targeting of services and interventions and provide a baseline against which the impact of future work can be measured. Stakeholder engagement was a key component of the health needs assessment's development, and the insights gained from this were included in the presentation.

The presentation went on to cover the purpose of the Western Isles Health Needs Assessment as follows:

- Understand population health
- Identify priorities for NHS Western Isles and partners
- Inform services, interventions and resource targeting
- Baseline for measuring impact
- Includes stakeholder engagement

The findings of the Health Needs Assessment would go on to shape the Public Health Strategy 2025/26.

**Decision: It was agreed to note the details of the presentation.**



**Action:** Kedar Paul would circulate the presentation to members of the Board.

## 12. 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 the parent bodies?		X	
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?		X	Comments should be made to Emma MacSween

**In terms of Standing Order 5.6 it was agreed that the public, including the press, be excluded from the meeting during consideration of the following items on the grounds that exempt information as defined in Paragraph 6 of Schedule 7A of the Local Government (Scotland) Act 1973 namely, information relating to the financial or business affairs of any particular person (other than the IJB) would be disclosed.**

## 10. RESPONSE TO NHS WI CHIEF EXECUTIVE

The Chair presented a copy of the letter issued to the Chief Executive, NHS WI, in response to his letter of 14 May 2025 regarding Outer Hebrides Delayed Discharges.

**Decision:** It was agreed to note the details of the letter.

**Action:** No action required.



## **11. PUBLIC SERVICE REFORM: SINGLE AUTHORITY MODEL**

The Chief Executive, Comhairle nan Eilean Siar submitted a Report providing the Integration Joint Board with an update on the progress and development of a Single Authority Model for local governance in the Western Isles, and information and guidance around the December submission deadline set out by Scottish Government.

The Scottish Government expects that December submissions will have been considered by the appropriate Local Authority and Health Board local governance structures prior to formal joint submissions to the Scottish Government.

Meetings have taken place locally between NHS WI and Comhairle nan Eilean Siar to work through proposals, in the hope to reach an agreement for the joint submission of a preferred detailed model by local partners to the Scottish Government in December 2025. More meetings are arranged over the next few weeks, recognizing the extremely tight timetable for the submission of detailed options. Due to the short time frame involved, and the expectation for the IJB to see a joint proposal before the end of December, it is proposed that the IJB hold an exceptional one item meeting in December once the processes have been finalised to discuss options.

**Decision:**           **It was agreed to:**

- 1) Note the progress of work with Scottish government towards development and implementation of a single authority model of local governance in the Western Isles; and**
- 2) Hold a special, one item meeting of the Board in December regarding the Single Authority Models joint submission.**

**Action:**           **Arrange a meeting of the Board for w/c 15 December 2025.**

## **12. DATE AND TIME OF NEXT MEETING**

**The next scheduled meeting of the IJB will be held on Thursday 19 February 2026 at 10:00 am.**