Item: 4.1
IJB – 17 September 2026

CÙRAM IS SLÀINTE NAN EILEAN SIAR
INTEGRATION JOINT BOARD

MINUTE OF MEETING HELD IN THE COUNCIL CHAMBER, COUNCIL OFFICES, STORNOWAY AND THROUGH MICROSOFT TEAMS ON TUESDAY 23 JUNE 2026 AT 10:00am

Voting Members Present:

Prof. Annetta Smith	Non-Executive Director, NHSWI (Chair)
Ian McCorquodale	Non-Executive Director, NHSWI
Karen France Macleod	Non-Executive Director. NHSWI
Naomi MacDonald	Non-Executive Director, NHSWI
Susan Thomson	CnES Councillor
George Murray	CnES Councillor
Iain A MacNeil	CnES Councillor
Kenneth M Macleod	CnES Councillor

Non-Voting Members Present:

Emma MacSween	Chief Officer, IJB
Debbie Bozkurt	Chief Financial Officer, IJB
Donald E MacLeod	Senior Accountant, CnES
Morag Munro	Western Isles Community Care Forum
Rae Mackenzie	CnES Councillor

In Attendance:

Tim Langley	Chief Officer, Law and Governance, CnES (Standards Officer)
Shona Hadwen	Principal Administrator, CnES
Fiona Maciver	Administrator, CnES

1. WELCOME

The Chair welcomed all members to the meeting.

2. APOLOGIES

Calum MacLean	CnES Councillor
Gillian McCannon	WI Chair
Michelle MacPhail	Corporate Business Support Manager
Dena Macleod	HHP
John Maciver	HHP

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MINUTES

4.1 IJB Minute of 26 March 2026

The Board considered the minute of the meeting of 26 March 2026.

Decision: **The Minute of the meeting of 26 March 2026 was approved with the addition of apologies of Gillian McCannon, WI Chair having not been noted at the time of the meeting.**

Action: **No further action.**

4.2 Matters Arising

There were no matters arising.

4.3 Action Points as at 23 June 2026

Emma MacSween, Chief Officer provided an update on the outstanding actions as at 23 June 2026 with particular reference to the following:

- Minutes of the Strategic Planning Group – included on the Agenda at item 4.5 – Remove.
- Strategic Commissioning Plan – this would be discussed fully at the development session following the meeting – In progress
- Review of Integration Scheme – included on the Agenda at 5.1 for approval – Remove.
- Risk Management Strategy – included on the Agenda at item 6.1 for approval – Remove
- Performance – Executive Summary Annual Performance Report – information to date has been included within the annual accounts, further performance information will come back to the September meeting – In progress

- IJB Voting Membership – simplified document has been created and will be circulated to members following the meeting.
- IJB Workplan/Business Cycle – Updating this over the summer as work carried out by Internal Audit needs to be factored in, to be brought back to the September meeting – in progress.
- Fees and Charges – there will be a Seminar scheduled in September, which IJB members can attend, meetings have been scheduled with the Social Care Finance team which manages the financial charging process to assist with preparation for the Seminar – In progress.

Decision: **It was agreed to note the update provided and the updates in the Action Tracker.**

Action: **Action Tracker to be updated to reflect above changes.**

4.4 Minute of Meeting of the IJB Audit & Risk Committee held on 10 February 2026.

The Minute of the IJB Audit & Risk Committee held on 10 February 2026 was noted.

4.5 Minute of Meeting of IJB Strategic Planning Group held on 10 March 2026.

The Chief Officer stated that revised Terms of Reference for the Strategic Planning Group would be presented to the September meeting having considered any changes in legislation and updated guidance for Strategic Planning Groups.

The Minute of the IJB Strategic Planning Group held on 10 March 2026 was noted.

The Chair paused the meeting to congratulate Mrs Emma MacSween on her recent appointment to the role of Chief Officer of the IJB. The Chair highlighted that Mrs MacSween has been working tirelessly for the past six months in her role as Interim Chief Officer to push forward the initiatives that are in front of the Board today. The Chair, on behalf of all members of the IJB, welcomed Emma to her new role.

5. STRATEGIC GOVERNANCE

5.1 Integration Scheme Review

The Chief Officer submitted a Report seeking the approval of the Integration Scheme at Appendix 1, following a period of public consultation. During the consultation period, senior officers reflected on the term of office of members on the IJB. In order to improve consistency of leadership and enhance the timeframe for IJB members to oversee and influence strategic intent, it was proposed that the term of office on the IJB be extended to match the individual's appointment term on the relevant parent body. The consultation responses received were detailed in Appendix 2.

The Chief Officer summarised the main changes that have been made to the Integration Scheme following responses to the consultation as well as changes to legislation:

- Section 2.7 – addresses the amendment order to voting rights on the IJB which comes into force in September for carers, care providers and those with lived experience of care. Currently this is in draft form and once finalised the Standing Orders of the IJB will be updated to reflect any changes.
- Section 2.8 – term of office for Board members which is being changed to reflect the term of office of the members parent body.
- Section 5.1 – updated to reflect the audit committee functions of the parent bodies and how they related to the IJB.

Decision: **It was agreed to approve the revised Integration Scheme as detailed at Appendix 1 to the Report.**

Action: **Chief Officer to submit the approved Integration Scheme to Scottish Ministers.**

6. CORPORATE GOVERNANCE

6.1 Risk Management and Audit Strategy

The Chief Officer submitted a Report to inform members that following a recent Internal Audit, a number of improvement actions had been identified relating to the IJB Risk Management Strategy. A revised Risk Management Strategy had been approved at the IJB Audit & Risk Committee meeting on 3 June 2026 and was attached as Appendix 1 for members information.

The Report stated that the Strategy provided a transparent and clear approach for the IJB to fulfil the responsibilities associated with Risk management. The alignment of the IJB responsibilities with those of the parent bodies defines how operational, project and strategic risk management is undertaken and the associated assurance processes.

The Chief Officer stated that risk within the health and social care sector is complex in terms of operational and strategic risk. The Integrated Corporate Management Team is at the centre of strategic and operational risk, both NHS risks and Comhairle risks that are relevant to the IJB will be included on the operational risk register which will be scrutinized by ICMT. It will not be for the Board's oversight but should give assurance to members that the Risk Register is being monitored.

The Risk Register will go before the Audit & Risk Committee for approval and will come before the Board for assurance purposes in November and March each year.

For clarification, membership of the ICMT is as follows:

- Chief Executive, CnES & NHSWI
- HR Directors, CnES & NHSWI
- Chief Financial Officers, CnES & NHSWI
- Public Health
- Medical Director
- Nursing Director
- Monitoring Officer, CnES
- Chief Social Work Officer

Decision: **It was agreed to approve the revised Risk Management Strategy as detailed in Appendix 1 to the Report.**

Action: **Retain as a live document to come back to Board in November and March each year or to the next meeting of the Board if any high risks emerge.**

6.2 Annual Directions to the Parent Bodies

The Chief Officer submitted a Report seeking approval of the Annual Directions to the Parent Bodies. The Report stated that the Directions at Appendix 1 are for the parent bodies and reflect the current configuration of delegated services.

In the event that the IJB wishes to amend strategic service delivery at a later date, the Directions would need to be updated to reflect the IJB decision(s) in line with the governance associated with the decision-making processes of the IJB. The requirement for the issuing of Directions is detailed at section 4.1 of the Integration Scheme.

The Report further stated that the Directions are an annual requirement for the IJB's consideration and approval. The Directions at Appendix 1 reflected the current operational arrangements for delegated services.

The Chief Officer explained that should the strategic direction of the IJB change throughout the year and there is a need to align these services, the Directions can be amended and approved by the Board. The document is the background for the IJB's core functions as they are now. It is a standard template that has been refreshed to show how services are operationally managed at the moment.

Decision: **It was agreed to approve the Annual Directions as presented in Appendix 1.**

Action: **Chief Officer to issue Annual Directions to the parent bodies.**

7. FINANCIAL GOVERNANCE

7.1 Annual Accounts 2025-26

The Chief Financial Officer, IJB, Ms Debbie Bozkurt, submitted the draft Annual Accounts 2025-26 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 2025-26 were set out on pages 18 and 19 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 20 and 21 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 noted that the annual accounts for 2024-25 have yet to be audited and may have an effect on the 2025-26 figures, although it was believed that the risk is low.

The Report stated that the IJB had an in-year underspend of £1,013k which was to be offset by a gross transfer to general, specific and earmarked reserves. Full details of the reasons for the underspend were detailed in the Report.

The IJB, as at 31 March 2026 held reserves of £10,318m, an increase of £1,013m from 2024-25. 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 help offset underlying IJB deficits. To note, most of the Specific Reserves would be for defined projects or Scottish Government Allocations carried forward, eg: Alcohol and Drug Partnerships, unscheduled care etc, Following approval of the draft accounts, subject to administrative amendments, copies of the unaudited accounts will be made available for public scrutiny on the Comhairle website from Tuesday 30 June 2026 to Monday 20 July 2026. They will then be forwarded to Audit Scotland for inspection.

Decision: **It was agreed to approve the draft accounts for 2025-26.**
Action: **Following the period of public scrutiny inspection, the Chief Financial Officer to forward the draft accounts 2025-26 to Audit Scotland for audit purposes.**

8. PERFORMANCE

8.1 Performance Report

The Chief Officer submitted a Report informing members of the performance of the IJB for the period to April 2026. The Report presented data that reflected the sustained and persistent challenges being encountered in relation to patient flow. The Delayed Discharge performance continues to be reflective of the pressures being encountered across the local health and social care system. The level of unmet need to social work assessments had significantly reduced again during this period from 151 assessments pending completion to 114, less than 5 of which are patients in hospital.

The Report further stated that although the level of unmet need for assessments continued to improve, with social care regulated services operating at capacity, the challenge remains in terms of service provision, be that for building-based services or services within private homes. The unmet need for care at home is 532 hours per week across all settings for this reporting period. Fifty percent of the delayed patients are assessed for long-term care or requiring the maximum care package to return to their own home.

The Report also provided information on Mental Health Unscheduled Bed Days, Acute Unscheduled Bed Days and Accident and Emergency (A&E) performance. The demographic profile and the competitive recruitment market continue to impact significantly on recruitment and retention processes, in turn affecting system flow. 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 note the Performance Report.**

Action: **No action required.**

9. 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		
Were 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: • Proper Scrutiny • Relevant questioning • Constructive challenge	X		
Do you have any suggestions for improvement or additional comments about this meeting?		X	Comments should be made to Emma MacSween, Chief Officer

10. DATE AND TIME OF NEXT MEETING

The next meeting of the IJB will be held on Thursday 17 September 2026 at 10.00am.