

CÙRAM IS SLÀINTE NAN EILEAN SIAR INTEGRATION JOINT BOARD



Western Isles Integration Joint Board
held on Thursday 27 January 2022 at 10.00am,
via Microsoft Teams

Voting Members Present:

Abdul Elghedafi	Non-Executive Director, NHS WI
Tim Ingram	Non-Executive Director, NHS WI
Cllr. Norman A. MacDonald	Councillor, CnES
Cllr. Kenny John MacLeod	Councillor, CnES / Vice Chair of IJB
Gillian McCannon	Non-Executive Director, NHS WI (Chair of the meeting)
Jocelyn McConnachie	Non-Executive Director, NHS WI
Cllr. Angus Morrison	Councillor, CnES
Cllr. Paul Steele	Councillor, CnES

Non-Voting Members Present:

Cathie Anderson	Lead Nurse Community Services
Debbie Bozkurt	Chief Finance Officer, IJB
Nick Fayers	Chief Officer, IJB
Jack Libby	Chief Social Work Officer, CnES
John MacIver	Hebridean Housing Partnership, Proxy Dena MacLeod
Morag Munro	Third Sector Representative
Dana Murray	Union Representative, NHS WI
Karen Taylor	Patient Representative, Patient Panel

In Attendance:

Moira Anderson	BVCC Project Board Manager
Gordon Jamieson	Chief Executive, NHS WI
Tim Langley	Legal and Procurement Manager, CnES
Emma MacSween	Head of Partnership Services, CnES
Michelle McPhail	Corporate Business Manager, NHS WI

1. WELCOME

Mrs. McCannon took the chair and led the meeting, welcoming all those attending the session.

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2. APOLOGIES

Fiona Black	Union Representative, CnES, proxy
Malcolm Burr	Chief Executive, CnES
Donald MacAulay	Scottish Ambulance Service
Carolyn MacPhee	Third Sector Representative
Dr. Brian Michie	GP Representative
Dr. Francis Tierney	Scottish Ambulance Service
Ann Moqbel	Service User Representative
Angus Murray	Union Representative, CnES
Dr. David Rigby	Non-Executive Director, NHS WI - Proxy
Dr. Maggie Watts	Director of Public Health, NHS WI - Proxy
Dene MacLeod	Chief Executive Hebridean Housing Partnership
Ray Buist	External Auditor, Audit Scotland

3. DECLARATIONS OF INTEREST

No declaration(s) of interest(s) were raised in relation to any of the agenda items to be discussed.

4. MINUTES

4.1 IJB Board Minute of 16 December 2021

The Minutes of the Integration Joint Board held on 16 December 2021 was approved as an accurate record of the discussion.

Decision: The Board formally approved all the Minutes presented.

Action: No action.

4.2 Matters Arising

No issues were raised.

Decision: -

Action: No action required.

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4.3 Action Points

The following points were raised:

26.09.19 – 8.2 – Uist Dental ~ Mr. Fayers advised that a report would be provided in February. **UPDATE**

24.06.21 – Strategic Plan - Directions ~ Mr. Fayers advised that work is underway with members of his senior team.

It was noted that Mr. Libby would be leaving the position of Chief Social Work Officer and working as Head of Children's Services within CnES. **UPDATE**

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

Action: No action required.

4.4 IJB Audit Committee update

Cllr. Angus Morrison provided an update to colleagues on the previous two very robust IJB Audit Committee meetings in December and January.

It was noted that significant scrutiny has been placed on the project reports, discussing the revenue concerns arising within the Goathill project. He noted the Committee's concerns over the revenue shortfall in light of having a state of the art facility and the parent body's inability to staff the facility, enabling the safe transition of clients from Dun Eisdan and Dun Berisay.

Cllr. Morrison advised that the Committee will be making a site visit to Goathill, to enable greater understanding of the new complex layout and the associated challenges in recruiting to the required level of staffing. Members are being provided today with detailed layout information of Goathill, agenda item 6.1, along with the level of staffing in each area and the number of clients proposed for transfer.

It was noted that Mr. Paul MacAskill, IJB Chief Internal Auditor, has scrutinised the report and is working with colleagues to ensure that risks are mitigated as much as possible.

Cllr. Morrison reflected on the issues that have arisen with the Goathill project and noted that the learning from this will be transferred to the scrutiny of the Barra and Vatersay Community Campus, in relation to revenue and strategic direction.

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The Chair thanked Cllr. Morrison and the Committee members for their review of the issues presented, welcoming the in-depth deliberation.

Decision: The Board formally noted the verbal update.

Action: No actions required.

5. FINANCIAL GOVERNANCE

5.1 Financial Report update

The Chief Finance Officer, Debbie Bozkurt, presented the update report noting the position. A detailed Month 9 report, December 2021, will be presented in February, taking cognisance of the full covid impact on organisations.

2022/23 notes a gap of £5.570m. NHS draft budget has been prepared and includes the payment for the change in OOH service. Draft figures show a £985k gap with £557k of efficiency savings as of 05/01/2022, leaving a present budget gap of £485k to be found by 31 March 2022. There may be further amendments to the budget as the pay awards are settled for 22/23.

Performance monitoring at Month 8, November 2021, for NHS and Quarter 2 of CnES anticipates an in-year break-even position if the Board received covid prescribing funds and anticipated winter pressure monies, however the Board still requires over £1.1m of reserves to break-even plus the inability to recruit into Health and Social Care posts unfortunately support the bottom line.

Ms. Bozkurt expanded on the impact vacancies have, for example in Home Care currently 680hrs a week of unmet need equates to 77 people in the community not receiving the support they require.

She drew colleagues' attention to the Barra Workforce section of the report denoting the current and potential level of vacancies directly due to the aging workforce population.

Members deliberated the report noting that the private wage increase would also include Third Sector and Care Homes, increasing from April onwards to £10.50. Colleagues within the Comhairle are taking this forward. Morag Munro advised of the challenges the Third Sector face in not being able to compete with other employers on pay, such as the Comhairle and NHS.

Members discussed the workforce issues, deliberating the information in the report and acknowledging the continuation of the challenges to recruit from a relatively small workforce pool throughout the islands.

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Cllr. Kenny John MacLeod commented on the challenges the IJB have been facing for the previous 2 years which are the same today, but the IJB has not addressed these financial issues.

The Chief Finance Officer advised that the financial position has been noted in previous reports advising that the flat cash funding allocation from the Council has impacted directly on the IJBs financial position as the flat cash does not cover the inflationary costs for staff and services within social care – care at home and residential care.

Cllr. Steele reflected on the discussion and the issues of not being able to support people in their own home with the right safe level of care. He indicated that there is an urgent need to review this independently to obtain a fresh look, which should be completed in conjunction with the support of the Scottish Government. He commented that this is not an issue that the islands can address as it's being seen and replicated throughout Scotland as well as the UK.

The Chair thanked colleagues for their input into the discussion. Members fully supported the need for the Scottish Government to assess and support the way forward, asking Mr. Fayers to have the discussion with the colleagues in Scottish Government.

The Chair advised that she and the Chief Finance Officer will be presenting a report to the Outer Hebrides Community Planning Partnership on the workforce challenges to engage with all agencies throughout the island to help support and identify a way forward. The solution on the inability to recruit is not something that one agency will resolve and it requires the all agencies to work together to find the solution, in conjunction with the Scottish Government.

Decision: The IJB formally noted the report

Action: No action required.

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6. CORPORATE GOVERNANCE

6.1 Goathill Project update

6.1.1 Appendix 1 – Goathill Backshift Final Revision

6.1.2 Appendix 2 – Goathill Care Night Final Revision

6.1.3 Appendix 3 – Goathill Daytime Final Revision

6.1.4 Appendix 4 – HWEC 1st & 2nd Flr Plan Back Shift

6.1.5 Appendix 5 – HWEC 1st & 2nd Flr Plan Early Shift

6.1.6 Appendix 6 – HWEC 1st & 2nd Flr Plan Night Shift

6.1.7 Appendix 7 – HWEC 1st Flr Anticipated Occupancy

6.1.8 Appendix 8 – Respite Staffing Back Shift

6.1.9 Appendix 9 – Respite Staffing Early Shift

6.1.10 Appendix 10 – Respite Staffing Night Shift

Mr. Fayers, the Chief Officer, presented Members with a structural deficit report. He advised that he would take members through each section of the report.

The following points from the report were raised:

- The Goathill Campus was agreed as part of the Comhairle Strategic Housing Investment Plan 2017/22 in partnership with Hebridean Housing Partnership.
- The Plan was to deliver a care home, housing with extra care and an extended housing site all on the one location.
- The model agreed, provides 52 bed care home – 4 wings of 13 beds, 50 Housing with Extra Care flats. Of 25 of the 50 flats, 11 would be used for respite care, 10 for care home and 4 for intermediate care.
- The number of beds/clients moving from Dun Eisdean and Dun Berisay is 71 and would be assessed as requiring to use either Care Home, Housing with Extra Care or Bethesda care home beds.
- The number of beds pre Goathill is 82 and with the use of the new facility would provide 86 beds.
- On the 21.09.17, the IJB was presented then with a report indicating a structural deficit of £486k.
- In December 2021 the Chief Finance Officer alongside Adult Social Care colleagues determined the financial shortfall for the development as £1,179k.
- Given the significant scale of the risk further analysis was undertaken to quantify the structural deficit. The due diligence focused on the financial and workforce required to safely transition the current 71 care home residents and wider system capacity to the Goathill complex.
- An additional 31 staff would be required to enable the safe transition of the clients from the existing care homes which needs around £526k additional resource from the Council to enable the Health and Social Care partnership to move forward and place the advertisement to attract the 31 people required to open the facility.

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- In addition to the shortfall of £526k, this sum sits in addition to the underfunded position from CnES over the previous 4 years which is a £2m recurring deficit in the Social Care element of the overall IJB budget. This deficit does not include the NHS element of budget transfers.

The Chief Officer iterated the clear position for the IJB, that the Council is required to find the £526k to enable 31 staff to be recruited to the new development of Goathill and enable safe and efficient transfer of clients from Dun Eisdean and Dun Berisay.

The Chair thanked Mr. Fayers for his report and asked members to identify a positive way forward to enable the IJB to support the move to the new facility at Goathill.

Cllr. Kenny John MacLeod indicated that the money made available to the IJB needs to deliver the collective service delivery and the IJB should not be going back to the Council seeking additional resources if it is unable to manage its financial position. The issue around flat cash is not real given that the Council has had its budgets cut year-on-year but the allocation to the IJB has not changed and therefore this should be looked at as an uplift.

The Chief Finance Officer advised that when the IJB was established due diligence was taken to ensure that the right level of funding from the parent bodies was correct to deliver the services delegated from them to the IJB. This also requires the correct annual uplift to take cognisance of inflationary costs – wages and other revenue costs.

The term flat cash means that the same level of funding is provided year-on-year and does not take account of any inflationary uplifts which has to be paid for e.g. annual wage increases.

The development of a new service, which Goathill is, requires the same level of due diligence to ensure that the new development revenue costs are accounted for and the right level of funding is given by that parent body to the IJB.

Mr. Fayers indicated that the current level of service being provided in the majority of cases is at statutory level requirement and no further reduction can be made. He indicated that the impact of some services having to stop due to the pandemic has resulted in a significant increasing health debt , which needs to be addressed.

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Members asked for confirmation as to who commissioned the new facility, as the lead partner and therefore legal entity. Mr. Fayers indicated that looking back at historical reports the lead partner was the Council and documents evidence this.

Within the reports it notes that due diligence was taken, however noted in the 2017 report to the IJB it identified a structural deficit of £486k at that point in time. Mr. Elghedafi indicated that as everyone would be aware overtime costs rise and therefore there should have been greater due diligence paid to mitigate any expanded cost increases.

Mr. Fayers advised that in seeking clarity he and Ms. Bozkurt approached the Scottish Government who advised that the lead partner for any new development is required to meet the associated revenue costs and should ensure that appropriate funding allocation is made to accommodate new service delivery.

Ms. Bozkurt indicated that in a similar way the NHS Board is looking to develop a new MRI Scanner service and as this is a new development the NHS Board is required and full funding is forwarded to the IJB. It is not for the IJB to identify how it will cover the cost of a new development.

The parent bodies place the funding allocation to the IJB to meet their delegated services and it is for the IJB to then give strategic direction and the allocation to meet the operational service delivery – currently money in money out.

The Chair assured members that this is not a blame issue but is a way to obtain greater understanding where the responsibility sits in service development / service delivery. The Chair advised that it would be irresponsible to take the IJB into additional financial deficit over a new development.

Cllr. Norman MacDonald indicated that the 3 agencies involved in this, principally the Comhairle and Hebridean Housing Partnership, however the IJB needs to strategically direct the services using facilities available within the parent bodies. He indicated that part of the issue is with the Scottish Government in the year on year reduction in the Local Authority allocation, and it should be the IJB that makes representation to the appropriate department in Government to support or address this issue.

Mr. Fayers advised that during the discussion he and Ms. Bozkurt had there was no indication that the Scottish Government would support this shortfall.

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Mr. John MacIver, HHP, indicated that HHP are a legal partner in this development and therefore have to carry a level of risk. There is a potential delay in the contractors finishing the construction and asked for clarification as to the impact if the 50 flats were not occupied.

Mr. Fayers indicated that the proposal would be to use 25 of the Housing with Extra Care to support care beds, respite beds and intermediate beds.

Mr. MacIver enquired if the remaining flats are not occupied then there is no income to HHP and therefore a shared risk is born by the partners.

Ms. Bozkurt indicated that there would be a void cost impact but this is not noted in the report.

Ms. Bozkurt clarified that if the extra 25 Housing with Extra Care was opened there would be a need for 59 staff, 31 and 28, in total required to enable the safe opening of the facility, equating to a structural deficit of £1m.

Mr. MacIver asked for more specific discussion and the impact in not opening all the Housing with Extra Care would have on HHP.

Mr. Fayers reiterated his discussion with Scottish Government and there was no indication that they would support the financial gap.

Members spoke about the reputational issue this issue would have on communities and their confidence in the IJB. Mr. Fayers shared the concern and is working with Jack Libby to ascertain community views.

The Chair asked the four councillors around the table to their views of community concern.

Cllr. MacLeod advised that the Local Authority has seen a 40% reduction in its allocation and more services have to be cut to break even. The issues is with the Scottish Government not providing sufficient funding to deliver a wide range of public services.

The Chair reflected on the comments during the discussion. The reports presented in the past did not have the same level of detail as we have today and therefore the IJB needs to address the recommendations presented within this report.

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Decision: The IJB reviewed the recommendations on the structural deficit and;

1. Noted the revised gap in funding;
2. The IJB agreed not proceed with the transition of the current care home residents and associated capacity until the structural deficit can be met by CnES and the recruitment of the 31 posts completed; and
3. Noted that to proceed with the known structural deficit would be against Standing Financial instructions.

Action: An update report on the Goathill revenue position to be presented in due course following decision by CnES.

6.2 Barra and Vatersay Community Campus

Moira Anderson, the NHS Director leading on the BVCC development, presented the report in the absence of Iain MacKinnon, the Comhairle Director of Investment Delivery.

Mrs. Anderson presented the report noting that the report provides an update to members but seeking to reaffirm its commitment to strategically supporting the Housing with Extra Care.

The following points were noted:

- The costs provided last year have been impacted on the pandemic and Brexit escalating the costs. It was noted that review of the options have been undertaken to ascertain the financial impact.
- Detailed diligence of the current cost plan noted in option 1D taking account of the public views.
- The public have advised that they do not wish to relocate the football pitch.
- New Option E6 would be the most cost effective but does require the purchase of crofting land adjacent to council land to provide a location for the hospital and care home to be sited, however part of this area is classed as a floor plane.
- The purchase of crofting land could be challenging and may take an extended period of time to close the legal transaction.
- Once the design is complete, the next phase of work is to seek approval of the Scottish Government on the option but this will require revenue report and Debbie Bozkurt is supporting the report with Moira Anderson.

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Members deliberated the report, welcoming the extent in which the community have been engaging in the process at specific stages of the development.

Cllr. Steele reflected on the comments he has obtained from the community raising concern of Housing with Extra Care and how this would work for those who will be using the facility.

Moira Anderson confirmed that further discussion with the community will be undertaken in detail.

Cllr. Steele advised that as a point of learning from the Goathill project, the BVCC project needs to have a detailed revenue plan projecting any potential risk, no matter how small, should be discussed with the IJB before the plan is presented to the Scottish Government. Colleagues fully supported this proposal.

The Chair welcomed the comments from members and supported the request to have sight of the revenue report of BVCC project ahead of the information being presented to the Scottish Government.

The Chair thanked members for their commitment and scrutiny of the report.

Decision: The Integration Joint Board:
(a) noted the Report; and
(b) insofar as its interests are concerned, reaffirm its commitment to Housing with Extra Care as the model of social care for Barra and Vatersay.

Action: Presentation of the revenue report to the IJB Audit Committee and the IJB ahead of the full collective report being presented to the Scottish Government.
Iain MacKinnon

Moira Anderson left the meeting.

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6.3 3 Year Workforce Plan – update

The Chief Officer provided a verbal update to members denoting that the Scottish Government are looking for integrated workforce plans due by June 2022. The date for submission has been extended from March 2022 due to the pandemic resulting on the NHS working on an emergency footing.

It was noted that Mr. Fayers is working closely with colleagues in both the NHS and Comhairle to input into the two organisational reports. This will enable Mr. Fayers to develop a strategic IJB workforce plan. This will be a complex merging of two reports.

Decision: The Board formally noted the verbal update.

Action: No actions required.

7. OPERATIONAL DELIVERY

7.1 Dental Service update

The Chief Officer, Nick Fayers, provided a verbal update to members informing them that the NHS Board has secured the capital allocation to take forward the necessary environment changes to accommodate the new dental service.

From the tendering process the appropriate contractor has been identified however specialised contractors have had to be appointed to address the air filtration system in line with the handling of the air filters in line with Scottish Government guidelines.

The Chief Finance Officer, Debbie Bozkurt, indicated that it is anticipated that the formal contract will be awarded next week.

MS. Bozkurt advised that the Scottish Government have agreed to transfer the capital allocation into revenue to enable the NHS Board to carry this forward into 22/23.

Cllr. Paul Steele, indicated his need to obtain a report advising on how the current dental services is being provided as well as an indication as to the use of the Dental Chairs. He acknowledged that a number of dental staff have been working closely on Covid testing and wished to express his gratitude to all NHS staff for their hard work in helping to protect members of the public.

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The Chair thanked Mr. Fayers for the verbal report, noting from the Action Point discussion that a report will be presented in February advising of the delivery of service to the residents of the Uists.

Decision: The Board formally noted the verbal update.

Action: No actions required.

8. PERFORMANCE

8.1 IJB Performance Report

Mr. Fayers presented the report to members which contains more detail advising on the position of the performance, asking members if they have any questions.

Ms. Bozkurt advised that colleagues in the Scottish Government are supporting the review of Delayed Discharge and identifying potential gaps in service.

The Chair thanked Mr. Fayers for the comprehensive report and colleagues noting the benefit of the details in raising their awareness of the performance.

Decision: The Board formally noted the report as assurance.

Action: No actions required.

8.2 IJB Corporate Risk Register

Mr. Fayers drew colleagues' attention to the report denoting the two main risks which are scored high being recruitment and insufficient budget, both of which has been discussed today.

Mr. Fayers advised that he and Mr. Tim Ingram, in his professional risk consultancy role, will be reviewing how risks are managed and recording of the detail and the dynamic way in how risks are managed. Mr. Ingram advised that the discussion will be advising on the mechanism of the risk rather than the risk information itself as this is an operational matter.

Decision: The Board formally noted the report as assurance.

Action: No actions required.

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9. DATE AND TIME OF NEXT MEETING

Location: Microsoft Teams
Time: 10.00am
Dates: 24.02.22 25.08.22
31.03.22 29.09.22
28.04.22 27.10.22
26.05.22 24.11.22
30.06.22 15.12.22

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 1.00pm.

END