



**Stephen Brown (Chief Officer)**  
Orkney Health and Social Care Partnership  
01856873535 extension: 2601  
[OHACfeedback@orkney.gov.uk](mailto:OHACfeedback@orkney.gov.uk)

## **IJB Performance and Audit Committee**

Wednesday, 11 December 2024, 10:00.

Council Chamber, Council Offices, School Place, Kirkwall.

### **Minute**

#### **Present**

- Joanna Kenny, Non-Executive Director, NHS Orkney.
- Rona Gold, Non-Executive Director, NHS Orkney (via Microsoft Teams).
- Councillor Lindsay Hall, Orkney Islands Council.
- Councillor Jean Stevenson, Orkney Islands Council.
- Sam Thomas, Director of Nursing, Midwifery, AHPs and Acute Services, NHS Orkney (via Microsoft Teams).

#### **Clerk**

- Sandra Craigie, Committees Officer, Orkney Islands Council.

### **In Attendance**

#### **Orkney Health and Social Care Partnership:**

- Stephen Brown, Chief Officer, Integration Joint Board.
- Taiye Sanwo, Interim Chief Finance Officer (via Microsoft Teams).
- Lynda Bradford, Head of Health and Community Care.
- John Daniels, Head of Primary Care Services.
- Darren Morrow, Head of Children, Families and Justice Services and Chief Social Work Officer.
- Shaun Hourston-Wells, Acting Strategic Planning Lead.
- Stephanie Johnston, Secretary to Chief Officer.

#### **Orkney Islands Council:**

- Erik Knight, Head of Finance.
- Andrew Paterson, Chief Internal Auditor.
- Georgette Herd, Solicitor.

## Chair

Joanna Kenny, Non-Executive Director, NHS Orkney.

### 1. Apologies

Apologies for absence had been intimated on behalf Morven Gemmill, Wendy Lycett, Laura Skaife-Knight and Bruce Young.

### 2. Declarations of Interest

There were no declarations of interest intimated in respect of items of business to be discussed at this meeting.

### 3. Minute of Previous Meeting

There had been previously circulated the draft Minute of the Meeting of the Performance and Audit Committee held on 25 September 2024 for consideration, checking for accuracy and approval.

The Minute was **approved** as a true record, on the motion of Councillor Jean Stevenson seconded by Joanna Kenny.

### 4. Matters Arising

There had been previously circulated the Matters Arising Log from the meeting held on 25 September 2024, for consideration and to enable the Committee to seek assurance on progress, actions due and to consider corrective action, where required.

Regarding Action 1 – Adoption Allowances and Kinship Payments, Stephen Brown confirmed that, following discussions with Internal Audit, it had been agreed to defer the report that had been scheduled to go to the Council's Policy and Resources Committee in November 2024 as some amendments were required to the procedures to ensure greater clarity. He continued that the report would be taken to the Policy and Resources Committee in early 2025.

Regarding Action 4 – the full Risk Register to be included on the agenda for every meeting, as the Risk Register was on the agenda for the Integration Joint Board, he confirmed that he would discuss this further with the Chair and Vice Chair of the Integration Joint Board on how best to manage the Performance and Audit Committee having sight of the Risk Register whilst ensuring there was no unnecessary duplication of reports.

The Performance and Audit Committee thereafter scrutinised the Log and took assurance.

Councillor Lindsay Hall joined the meeting during discussion of this item.

## 5. Registered Services Within Orkney Health and Care

### Inspection Assurance Report

There had previously been circulated a report presenting details of inspection activities for registered services within the Orkney Health and Social Care Partnership for the period 1 April 2024 to date, for scrutiny.

Darren Morrow, Head of Children, Families and Justice Services and Chief Social Work Officer, highlighted the follow:

- The Care Inspectorate was the national regulator for care services in Scotland and inspected services to ensure services were meeting the right standards. There were a range of services the Care Inspectorate required registration for, including:
  - Childminding.
  - Day care of children.
  - Care homes for adults
  - Care at home.
  - Support services
  - Housing services.
  - Adoption
  - Care homes for children.
  - Fostering.
  - Nursing agency.
  - Offender accommodation.
  - School care accommodation.
  - Secure care.
- The Care Inspectorate also collaborated with partner agencies, including Healthcare Improvement Scotland; His Majesty's Inspectorate of Constabulary in Scotland and Education Scotland, to scrutinise how well different organisations in local areas worked to support adults and children.
- The Care Inspectorate routinely visited all care sector settings, which were either announced, announced short notice or unannounced visits.
- The Care Inspectorate used a six-point scale when evaluating the quality of performance across quality indicators.

He referred members to section 4 of the report circulated which gave a summary of the different services which were subject to inspections in the reporting period which he felt gave a very positive picture across children and adult social work and social care services. He highlighted the grades which had been awarded, indicating that the grades for adult services were generally "good" or "very good", and for children services the grades which had previously been "weak" and/or "inadequate" were now generally "good". He continued that this indicated the various improvement plans, which were now in place for each service, were identifying gaps which required development or improvement.

The Chair congratulated all involved and commented that it was heartening to see the results of the huge amount of work that was ongoing within the services, particularly in the improvement in leadership and wellbeing indicators.

Councillor Lindsay Hall commented that Darren Morrow, Lynda Bradford and Stephen Brown should all be congratulated regarding the quite spectacular improvements that had been seen over the last year to 18 months, which should be recorded.

Councillor Jean Stevenson echoed both the Chair and Councillor Hall's comments and offered her congratulations to the team on the excellent progress made.

The Performance and Audit Committee thereafter scrutinised the inspection activity for registered services within Orkney Health and Care, for the period 1 April 2024 to date, as detailed in sections 4 to 12 of the report by the Chief Officer, and obtained assurance that, where required, action plans had been submitted to the Care Inspectorate and were being progressed where appropriate.

## **6. Strategic Plan Priorities – Progress Report**

There had previously been circulated an update on progress made against the priorities of the Strategic Plan, associated milestones and actions, for scrutiny.

Shaun Hourston-Wells, Acting Strategic Planning Lead, presented the fourth quarterly update where officers advised on progress made against three of the six Strategic Priorities. Page 4 to 6 of the report circulated detailed the three Strategic Priorities included in this update which were:

- Mental Health.
- Supporting Older People to Remain in Their Own Homes.
- Supporting Unpaid Carers.

He confirmed that the three remaining priorities, which were detailed on pages 7 to 11 of the report circulated, would be updated and presented to Committee in March 2025.

He continued that the tracker had been developed to monitor performance against each Strategic Priority, along with its milestones and measures. Whilst there were no risk implications arising directly from the report, there was the risk that failure to progress the actions detailed in Appendix 1 could result in the inability to deliver the Strategic Priorities identified in the Strategic Plan 2022-2025. He continued that should the Tracker identify the possibility that any of the actions would not be completed, or were falling behind schedule, the service would address the relevant issue with the Delivery Tracker reporting progress to the Committee.

Following a query from Councillor Lindsay Hall, Lynda Bradford confirmed that, as funding had been secured on a non-recurring basis, it was hoped to advertise early in the New Year for the posts within the All Age Nurse Led Psychiatric Liaison Team. She confirmed that, as far as she was aware, there were no qualified Community Psychiatric Nurses living in Orkney that did not already work, in some capacity, for the service. She continued that while individuals already in employment may apply it would create gaps elsewhere in the service and it was hoped that as well as internal interest there would be external interest in the positions.

Following a query from Councillor Jean Stevenson on whether the Community Engagement Officer detailed on page 7 was linked to the Whole Family Wellbeing Project detailed on page 8, Shaun Hourston-Wells commented that Community Led Support was best demonstrated through the Isles Wellbeing Project which was community led support making a difference in the isles communities. He continued that there was a plan to appoint an officer to lead the strategic implementation of Community Led Support right across the Health and Social Care Partnership, where there would be scope for additional work such as Hubs. However, there was currently no funding for that position.

Darren Morrow commented that it was important to recognise that there was a connection between Community Led Support and the Whole Family Wellbeing Project. The Whole Family approach was a national initiative that focussed on children and families and early intervention across the community. He continued that it was being piloted and progressing well in Children and Families, and it would find a place within Community Led Support. He continued that Whole Family Wellbeing was being led by colleagues within the Council's Education service, who were steering it forward, with support of the Partnership and would only be successful when everyone played their part in an early intervention and prevention space.

Following a further query from Councillor Jean Stevenson regarding progress on the Adult Speech and Language Therapist detailed on page 7, Shaun Hourston-Wells confirmed that this section had not been updated for this meeting but would be fully updated in the next report. Stephen Brown confirmed that the situation was very similar to what had been reported at the September meeting in that the IJB had approved funding of an additional Children's Speech and Language Therapist, with the post being successfully filled. Regarding the Adult Speech and Language Therapist position, he confirmed that, despite this post being advertised on a number of occasions, it remained vacant. He confirmed that this was not unique to Orkney as there were not enough qualified Speech and Language Therapists currently to meet the demand and this continued to have a major impact on Adult Speech and Language.

Rona Gold thanked officers for the format of this and the previous paper with both reports being well laid out and easy to read.

Following a query from Rona Gold, Stephen Brown gave an update on the Suicide Prevention Plan and, for members' assurance, confirmed that the multi-agency group continued to be very active and well attended. He confirmed that there had been a lot of work undertaken on the suicide agenda. Members may have noticed the activity on social and local media platforms particularly during Suicide Prevention Week and Mental Health Awareness Day, both of which had been used to promote local information. He confirmed that, at the last Suicide Prevention Task Force, work was continuing on the draft Action Plan. Once the draft was at a stage to be shared, the group were keen to share it with individuals who had been affected by suicide to gain their views. This would be done through various suicide support groups throughout Orkney. He therefore expected the draft Suicide Prevention Plan to be ready by 1 April 2025.

Regarding Rona Gold's query on unmet care at home provision, Stephen Brown highlighted, for members' awareness, that approximately 15 months ago the unmet care needs for care at home was approximately 450 hours, which had now halved to 223 hours. He continued that this was testament to all staff involved despite the ongoing recruitment challenges.

He continued that the other element for members' awareness was when individuals had been identified as being fit for discharge in a hospital setting, there was a need to prioritise those individuals in order to help facilitate that need, as it was known that the longer the individual had to wait having been deemed fit, the more likely they were to begin to struggle after a period. He went on to confirm that all was being done to encourage recruitment to substantive posts within the service.

Lynda Bradford added that earlier in the year, Third Sector care at home providers were invited to attend weekly meetings where the organisation and allocation of care packages were discussed and confirmed that this practice continued. This had led to small care packages being set up by Third Sector care providers. She continued that it was a fine balance to try and get individuals out of hospital whilst recognising the needs that were in the community.

The Performance and Audit Committee thereafter:

Noted:

**6.1.** That, in order to ensure an update on progress was provided biannually in respect of each Strategic Priority, an update on three of the six priorities was presented every quarter to the Performance and Audit Committee.

The Performance and Audit Committee scrutinised:

**6.2.** Progress made against the three Strategic Priorities, as outlined at section 4.3 and detailed in the Strategic Plan Delivery Tracker, attached as Appendix 1 to the report circulated, and obtained assurance that those Priorities were being progressed and delivered.

## **7. Governance Organogram**

There had previously been circulated a draft Governance Organogram, for noting.

Stephen Brown referred to the meeting of the Performance and Audit Committee held on 26 June 2024, where a report had been presented detailing the governance arrangements for all inspection reports for services delegated to the Integration Joint Board. At that meeting, it was agreed that it would be beneficial for members to see an organogram of the governance structures across the partner organisations, for greater awareness. He continued that information had been gathered on the structures of the Orkney Partnership Board, the Orkney Integration Joint Board, NHS Orkney and Orkney Islands Council to draft an initial Governance Organogram, which could be expanded on.

Councillor Jean Stevenson congratulated both Stephen Brown and Stephanie Johnston for producing the first draft Governance Organogram which was very helpful and was something that had been requested for some time.

Councillor Lindsay Hall commented that there were times when the same reports were seen twice for the Council and IJB, which he felt was important for good governance. He continued that it was good to have the Governance Organogram.

Rona Gold thanked officers for information provided in the Governance Organogram. She continued that she thought the organogram would be useful if it was provided in an induction pack for new members. She continued that the Governance Organogram really helped her understand where everything sat in the governance role that she had as a Non-Executive Director of NHS Orkney.

Sam Thomas echoed all the comments that had been made regarding the work that had gone into creating the organogram. She continued that there were a couple of corrections regarding some of the wording and one of the links within the document did not work but these were matters that she would pick up with Stephanie Johnston outwith the meeting.

The Chair thanked Stephanie Johnston for all her work in producing the Governance Organogram and commented that the Performance and Audit Committee must make sure that it continued to be a live document and was used. She agreed with Rona Gold's thoughts about it being part of an induction pack.

The Performance and Audit Committee thereafter noted:

**7.1.** The draft Governance Organogram, attached as Appendix 1 to the report circulated.

**7.2.** That the Chief Officer would present the draft Governance Organogram to a future meeting of the Orkney Partnership Board Executive Group for further discussion and to raise greater awareness of governance structures across the partner organisations.

## **8. Internal Audit Actions – Progress Report**

There had previously been circulated an update on progress with Internal Audit actions, for scrutiny.

Andrew Paterson highlighted the following:

- In order to comply with the Public Sector Internal Audit Standards, the Chief Internal Auditor must establish a follow-up process to monitor and ensure that management actions were effectively implemented or that senior management had accepted the risk of not taking action.
- Progress with internal audit actions was monitored through the Council's performance management system, Ideagen Risk Management.
- Once an action had been marked as complete on Ideagen, Internal Audit would review the evidence to support the effective implementation of that action and, once satisfied, the action would be deactivated on the system.
- To assist with the monitoring of actions, a traffic light system on Ideagen classified the performance of each action as follows:
  - Red: The agreed action was experiencing significant underperformance, with a medium to high risk of failure to meet its targets.
  - Amber: The agreed action was experiencing minor underperformance, with a low risk of failure to meet its target.
  - Green: The agreed action was likely to meet or exceed its target.
  - Blue: The agreed action had been progressed to completion.

- The table on page 1 of Appendix 1 indicated that there were 11 actions in total, with 4 actions completed, with the remaining 7 actions likely to meet the agreed implementation date.
- There were no outstanding actions from any internal audits prior to 2023/24.
- The table on page 3 of Appendix 1 gave an Actions Breakdown.

The Chair thanked Andrew Paterson for making a difficult subject very clear and easy to understand.

Following a query from Rona Gold, Stephen Brown confirmed that the Council's Communications and Engagement Strategy 2024-2029 had been recommended for approval by the Policy and Resources Committee and confirmed that he would share the approved document with members of the Performance and Audit Committee.

Councillor Lindsay Hall congratulated Andrew Paterson on a very clear and succinct report which was exactly what the Performance and Audit Committee were looking for.

Stephen Brown commented that the Performance and Audit Committee had, over the last few years, played a part as there had been a number of internal audit actions which had not been picked up and addressed. He continued that the Performance and Audit Committee were one of the first to identify that issue and had asked to be regularly updated on progress with Internal Audit actions. He continued that for himself what was reassuring was that outstanding actions were from the most recent audits.

The Performance and Audit Committee thereafter scrutinised progress made, to date, in completing Internal Audit actions, as detailed in Appendix 1 attached to the report circulated, and obtained assurance that issues found during internal audits were being actioned and followed up.

## **9. Date and Time of Next Meeting**

The Committee agreed that the next meeting should be held on Wednesday, 19 March 2025 at 10:00.

## **10. Conclusion of Meeting**

Prior to concluding the meeting, as this was the last meeting of the Performance and Audit Committee which Taiye Sanwo, Interim Chief Finance Officer, would be attending, the Chair, on behalf of the Committee, thanked her for all her hard work for the Integration Joint Board.

There being no further business, the Chair declared the meeting concluded at 10:50.