



# CÙRAM IS SLÀINTE NAN EILEAN SIAR

## INTEGRATION JOINT BOARD

### AUDIT & RISK COMMITTEE

**MINUTE OF MEETING**  
**07 FEBRUARY 2024**  
**HELD AT 10:00AM**  
**VIA MICROSOFT TEAMS**

#### Voting Members Present:

Gillian McCannon	Non-Executive Director, NHS WI/ IJB Vice-Chair (Committee Chair)
Calum MacLean	Councillor, CnES/ IJB Chair
Susan Thomson	Councillor, CnES/ IJB A&R Committee Vice-Chair
Annetta Smith	Non-Executive Director, NHS WI

#### Non-Voting Members Present:

Nick Fayers	Chief Officer, IJB
Debbie Bozkurt	Chief Finance Officer, IJB

#### In Attendance:

Stephanie Hume	Senior Manager, Risk Assurance, Azets
Laura Nelson	Auditor, Audit Scotland
Michelle McPhail	Corporate Business Manager, NHS WI
Derek Mackay	Governance and Elections Manager, CnES
Yvonne Maciver	Administrator, CnES

#### 1. WELCOME

Gillian McCannon took the Chair and led the meeting, welcoming those present.

#### 2. APOLOGIES

Martin Devenny	Auditor, Audit Scotland
Asif Haseeb	Auditor, Audit Scotland
Donald MacSween	Councillor, CnES
Jocelyn McConnachie	Non-Executive Director, NHS WI
Eoin MacNeil	Non-voting Member, Third Sector Interface W.I
Claire Gardiner	Auditor Director, Audit Scotland



It was noted that Claire Gardiner would now be replacing Rachel Browne as Audit Director, Audit Scotland for the IJB. Mrs. Gardiner also support the auditing function within Comhairle nan Eilean Siar and NHS Western Isles.

### **3. DECLARATION OF INTEREST**

There were no declarations of interest.

### **4. MINUTES**

#### **4.1 IJB Audit & Risk Committee Minute of 15 November 2023**

The Minute of the Integration Joint Board Audit & Risk Committee meeting held on 15 November 2023 was approved as a correct record of the discussion held.

The Chair sought clarification on Item 4.3 of the Minute (page 3) seeking to determine whether both the NHS and Comhairle nan Eilean Siar (CnES) Risk Register issues would be addressed via the Integrated Corporate Management Team or the Learning Review Group. Michelle McPhail advised that within the Integrated Corporate Management Team, which has representation from both NHS and CnES, risks to operational aspect of Health and Social Care Partnership is discussed, however each organisation holds its own risk registers relating to their business.

The Chair sought further clarification on Item 4.3 of the Minute (page 4) seeking confirmation that Diane Macdonald, Director of Human Resources and Workforce Development, NHS Western Isles, was involved in the Integrated Corporate Management Team (ICMT). It was confirmed that Mrs. MacDonald is an attendee at the ICMT discussions.

**Decision:** The IJB Audit & Risk Committee formally approved the Minute of the Meeting of 15 November 2023 with the minor amendments noted.

**Action:** No actions required.

#### **4.2 Matters Arising**

There were no matters arising.

**Decision:** None.

**Action:** No action required.



### **4.3 Action Points**

An update was provided, and discussion was had on each of the Action Points detailed within the document.

### **8.2 – Risk Register**

Nick Fayers indicated that Tim Langley was progressing the Integration Scheme which would be subject to a period of consultation and that it was anticipated that the Action would be completed by June 2024.

### **6.7 – Internal Audit Recommendations Status**

Michelle McPhail sought clarification relating to the NHS Western Isles Risk Management Strategy and how that would be applied to the IJB. Nick Fayers indicated that he would confirm the position with the Risk Management Strategy.

**Action: Nick Fayers and Michelle McPhail to liaise to assess the Risk Management Strategy.**

### **4.3– Action Points – Presentation of the Performance Report**

The Chair indicated that an e-mail had been sent to both NHS and CnES voting members of the IJB, seeking nominations to join the Short Life Working Group to review the Performance measures which relates to the current Health & Social Care Performance Report.

### **5.2.1 – Azets – Workforce Management Report**

In assessing the position of the IJB having Workforce Management Reports and a Workforce Strategy, Nick Fayers highlighted that he felt that he would require further Corporate Support. Nick Fayers suggested that the Human Resources lead representatives, CnES and NHS, in relation to Workforce Management be invited to the next scheduled meeting of the Committee.

Debbie Bozkurt indicated that gathering Workforce information from CnES may prove more difficult due to the Cyber Incident and would liaise directly with the Comhairle. Ms. Bozkurt could look to produce a Report by the end of the financial year with any information that was available to her, if appropriate, however this does not remove the production of the workforce reports from the designated colleagues within the parent bodies.

**Action: Michelle McPhail to circulate the meeting invite to the Directors / Head of Service for Human Resources for the next appropriate meeting.**

**14.06.23 – 5.2.4 – Internal Audit Tracker** – Ms. Bozkurt to discuss with Tim Langley if the appointment of Azets could be confirmed for a 2 year contract ~ Ms. Bozkurt advised that Mr. Langley was content to support the request

**Complete / REMOVE**



### **4.3 – Action Points – Consultation, Participation and Engagement**

Nick Fayers confirmed that this Action was on target for the March 2024 deadline.

The Chair sought the Committees view on how the Action Points were recorded. It was noted that some members would welcome further clarity within the Action Points document.

**Action: The Chair stated that she would meet with Michelle McPhail to look at revising the presentation of Action Points.**

**Decision: The Committee noted the updates provided with regard to each Action Point.**

**Action: Michelle McPhail to update the Action Points.**

**Nick Fayers indicated that he would confirm the position with the Risk Management Strategy. It was further agreed that Michelle McPhail and Nick Fayers would liaise to progress the action point on the Risk Management Strategy.**

**In respect of Workforce Management, Michelle McPhail to invite the respective Workforce Leads to the next Meeting.**

**Gillian McCannon and Michelle McPhail would meet to revise the presentation of Action Points.**



## **5. AUDIT & FINANCIAL GOVERNANCE**

### **5.1 Internal Auditors**

#### **5.1.1 Azets Internal Report – Management Action Follow-up Part 1**

Stephanie Hume, Senior Manager, Risk Assurance, Azets submitted the Internal Audit Report for consideration. The Report stated that as part of the 2023/24 internal audit programme, two follow-up exercises had been completed to provide the Audit committee with assurance that management actions agreed in previous internal audit Reports had been implemented appropriately. The Report summarised the progress made by management in implementing agreed management actions.

The Report provided a summary of progress which detailed the movement in the IJB's audit actions tracker in the period to January 2024. The Report highlighted that 19 actions (95%) were partially complete and one (5%) was not yet due for completion. Further details on all outstanding actions were included in Appendix 2 to the Report. A summary of the status of each of the actions was detailed in Appendix 1 to the Report and it was highlighted that particular attention should be paid to completing the actions that were assessed as Grade 3 and 4 (High Risk) and to those which had now aged.

Stephanie Hume explained the process of amalgamating items on the Action Plan and assured Members that this process did not involve removing any actions. It was a process of combining any Actions that had the same outcome on completion. It was highlighted that if merged items were assessed as being different risk categories, the highest risk Grade would be allocated to that Action.

The following points were raised during discussion:

- Members of the Committee raised concern at the timescales for some of the Actions, with some of them dating back several years.
- It was suggested that all Actions be revisited to ensure that they were still current and relevant, especially those which had longer timescales. Nick Fayers and Stephanie Hume would arrange to meet to discuss the items and whether they had been superseded.
- The Chair highlighted the importance of allocating timescales to all the Actions, especially those which were assessed as High Risk.
- The Committee highlighted the importance of focusing on those Actions with the highest Risk factors.
- It was agreed to amend the Summary of outstanding actions document so that the Management Update included both the previous update and new update, to allow the Committee to see the progress being made on each Action.



- The Chair suggested that more time be allocated to this item on the next Agenda, to allow Members to go through each Action.
- It was agreed that Stephanie Hume would update the Tracker to provide more detailed information on the status of the Actions to allow Members to see what work had been completed and what was still outstanding.

The Chair thanked both Stephanie Hume and Nick Fayers for their work in getting the Action Plan to the current stage.

**Decision:** It was agreed to:

- (1) note the progress made by management in implementing agreed management actions; and
- (2) approve the actions for which revised timescales had been provided by Management (detailed at Appendix 2 to the Report).

**Action:** Nick Fayers and Stephanie Hume would review the tracker to ensure that all the Actions were current and relevant and report back on reasons for slippage in timescales.

Stephanie Hume would update the Summary of Outstanding Action to include both the previous Management update and new update. Stephanie Hume would update the Tracker to provide more detailed information on the status of the Actions to allow Members to see what work had been completed and what was still outstanding.

The Committee would prioritise the completion of recommendations in relation to high-risk items (Grades 3 and 4).

The March meeting of the Committee would focus on progress with completion of the recommendations in the action tracker and identify those risks which require escalation to the IJB.



## 5.2 Internal Audit Recommendation Tracker

Stephanie Hume presented the Audit Tracker to the Committee. The Committee considered the Audit Tracker and the following points were raised:

- Nick Fayers would arrange to meet with Stephanie Hume to discuss the progress with the Actions and review the Audit Tracker.
- Michelle McPhail would work with Stephanie Hume to discuss re-establishing the NHS template for Risk Recommendation Monitoring to the IJB.
- Debbie Bozkurt highlighted to the Committee the concerning position that faces the IJB in relation to issues relating to financial position, workforce and depopulation all of which have an effect on the services that are provided to the Western Isles communities.

**Decision:** It was agreed to note the Internal Audit Recommendation Tracker.

**Action:** Stephanie Hume and Nick Fayers to discuss progress with the Actions and submit the updated Action Tracker to the March 2024 meeting of the Committee, utilizing the NHS risk management tracker template.



## **5.3 Financial Governance**

### **5.3.1 Financial Management Update**

Debbie Bozkurt provided the Committee with the Financial Management Update:

- Debbie Bozkurt indicated that it was anticipated that the IJB budget would break even with the use of reserves.
- It was anticipated that the Integration Joint Board would receive flat cash from both the Comhairle and the NHS.
- The gap was currently sitting at £7 million.
- Debbie Bozkurt indicated that there would be vacancy savings going forward.
- Debbie Bozkurt indicated that the Comhairle would be receiving a Grant from Scottish Government of around £1 million in respect of adult social care. But it had not yet been confirmed whether the Comhairle would be passing the grant money in full on to the IJB.
- Debbie Bozkurt sought approval from the Chair of the Integration Joint Board to submit a late draft Budget Report to the meeting of 22 February 2024.

**Decision:** It was agreed to note the Financial Management Update.

**Action:** Debbie Bozkurt to submit a Draft Budget Report to the next meeting of the IJB on 22 February 2024.





## **6. PERFORMANCE**

### **6.1 Strategic Risk Register**

Nick Fayers presented the Risk Register to the Committee for consideration, noting the Committee's comments:

- It was highlighted that SR2 and SR4 risk scores had been increased.
- The Chair suggested that each of the risk SR2 should be rated as high (25).
- It was highlighted that it would be helpful to note the consequences on the Risk Register, along with the movements and the risk matrix scoring so that Members know what the scoring means.
- Nick Fayers stated that the Strategic Planning Group had been meeting. The Chair indicated that the Minutes of the Strategic Planning Group should be submitted to the IJB.

**Decision:** It was agreed to note the Risk Register.

**Action:** Nick Fayers would share the current Terms of Reference for the Strategic Planning Group.

**Nick Fayers would ensure that the SPG Minutes were presented to the IJB.**

**Nick Fayers would review the Risk Register to update the risk ratings, gaps in control and mitigation actions. A risk matrix would be included in the Risk Register.**

**Nick Fayers would submit the updated Risk Register to the March Meeting.**



## 7. EVALUATION

	YES	NO	COMMENTS
Were you satisfied with the content of the agenda?	✓		
Was there sufficient time to review the papers between receipt and the meeting date?	✓		
Were the agenda items placed in the correct order/ prioritization?	✓		
Was there sufficient time allocated to all agenda items?	✓		
Were the Executive Summaries an accurate reflection of the detailed paper?	✓		
Was there sufficient refreshment breaks?		✓	The Chair remarked that she would ensure that comfort breaks were scheduled at future meetings.
Are there any significant issues which should be escalated?	✓		
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>	✓ ✓ ✓		
Do you have any suggestions for improvement or additional comments about this meeting?			Comments should be made to Michelle McPhail.

## 8. DATE OF NEXT MEETING

Meeting: IJB Audit & Risk Committee  
 Location: Microsoft Teams  
 Time: 10:00am – 1:00pm

Meeting Date	Submission of Papers	Circulation of papers
07.02.24	-	-
06.03.24	23.02.24	28.02.24
05.06.24	24.05.24	29.05.24
04.09.24	23.08.24	28.08.24
06.11.24	25.10.24	30.09.24