



CÙRAM IS SLÀINTE NAN EILEAN SIAR

INTEGRATION JOINT BOARD

AUDIT & RISK COMMITTEE

**MINUTE OF MEETING HELD
THROUGH MICROSOFT TEAMS
ON WEDNESDAY 06 MARCH 2024
AT 10.00AM**

Voting Members Present:

Gillian McCannon	Non-Executive Director, NHS WI/ IJB Vice-Chair (IJB A&R Committee Chair)
Calum MacLean	Councillor, CnES/ IJB Chair
Susan Thomson	Councillor, CnES/ IJB A&R Committee Vice-Chair
Jocelyn McConnachie	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
Shona Hadwen	Principal Administrator, CnES
Yvonne Maciver	Administrator, CnES



1. WELCOME

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

2. APOLOGIES

Annetta Smith Non-Executive Director, NHS WI
Michelle McPhail Corporate Business Manager, NHS WI

3. DECLARATION OF INTEREST

There were no declarations of interest.

4. MINUTES

4.1 IJB Audit & Risk Committee Minute of 07 February 2024

The Minute of the Integration Joint Board Audit & Risk Committee meeting held on 07 February 2024 was approved as a correct record of the discussion held subject to the following changes:

Page 3, Action Point 6.7 – amend the final sentence to read “Nick Fayers indicated that he would confirm the position with the Risk Management Team”.

Page 3, Action Point 5.2.4 – amend the first sentence to read “Ms Bozkurt to discuss with Tim Langley if the appointment of Azets could be confirmed for a 2-year contract”.

Decision: **The IJB Audit & Risk Committee formally approved the Minute of the Meeting of 7 February 2024 with the minor amendments noted.**

Action: **Update the IJB Audit & Risk Committee Minute of Meeting of 7 February 2024 with the minor amendments noted above.**

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

It was noted that this action had a deadline of June 2024.

6.7 – Internal Audit Recommendations Status

It was noted that Nick Fayers had received a copy of the IJB Risk Management Strategy as at 2017 for consideration. Gillian McCannon indicated that it would be beneficial to have a predicted deadline date. Nick Fayers suggested inserting a deadline date of June 2024.

5.2.1 – Workforce Management Report

Debbie Bozkurt would contact Comhairle nan Eilean Siar to ascertain what information was available following the cyber incident. It was suggested that the deadline date for this Action be moved to May 2024.

Gillian McCannon requested that an information key be inserted at the bottom of the Action Points document providing information on the Red, Amber, Green and Blue status.

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

Action: **An information key be inserted to the Action Points documents providing information on the Red, Amber, Green and Blue status.**

5. AUDIT & FINANCIAL GOVERNANCE

5.1 Internal Auditors

5.1.1 Internal Audit Recommendation Tracker – Detailed review of new format

The Chief Officer and Stephanie Hume (Azets) provided the Committee with the Internal Audit Tracker for information. The Tracker detailed 20 risks which had been identified during several audits covering the period 2019/20 to 2023/24. Each risk had a score allocated to it ranging from 1 (Low) to 4 (High).

Members discussed the merits of focusing solely on the 3 and 4 rated risks rather than those with a score of 1 and 2. It was accepted that risks 1 and 2 were generally housekeeping issues, but that they remain on the tracker until there was agreement to remove them. It was suggested that the tracker be re-organised to show risk 3 and 4 at the top of the tracker, with risks 1 and 2 at the bottom, it would make easier reading and highlight the important risks first.

Following discussion, it was agreed that the Chief Officer reviews the risks rated 1 and 2 with the Senior Management Team in the first instance. Their findings would then be taken to the Integrated Corporate Management Team (ICMT) where a decision would be made on how to proceed with risks rated 1 and 2. A Report would be produced to come back to the Audit & Risk Committee in June for a final decision. This would then show an audit trail which would confirm the reasons for their removal. In the meantime, Stephanie Hume would amend the tracker to show risks 3 and 4 at the top of the tracker.



Decision: It was formally agreed by the IJB A&R Committee that the Chief Officer and the Senior Management Team review the Audit Recommendation Tracker at a meeting with the Integrated Corporate Management Team. A recommendation would then be made to the Audit & Risk Committee. It was further agreed that the Chief Officer would submit a Report to the June meeting of the Audit & Risk Committee for a final decision on removal on risks with a 1 or 2 rating. Stephanie Hume (Azets) would then revise the Audit Recommendation Tracker to have risks rated 3 and 4 at the top of the tracker, highlighting their priority status.

Action: Nick Fayers to action as above and produce a Report to the next Audit & Risk Committee in June 2024.

5.2 Financial Governance

5.2.1 Financial Management Update

Debbie Bozkurt provided the Committee with a verbal Financial Management Update: Due to the criminal cyber-attack on CnES in November 2023, Ms Bozkurt was unable to provide the committee with current figures. Mr Bozkurt informed members that she would write to CnES for assurance regarding the end of year position. It was expected that the Board finances would finish on a break-even position but that this would come at the expense of service delivery due to the 30 vacant posts at the Goathill Complex as well as 16 Reablement posts which had not been filled.

Ms Bozkurt warned members that the Board's end of year account submission may result in an "opinion" from the external auditors due in the main to the impact of the CnES criminal cyber-attack.

With reference to budget setting, Ms Bozkurt informed members that there will be a Financial Paper to review at the March IJB meeting, it will not be the final end of year budget but will show the gap

In discussion it was mentioned that the savings target for NHS WI was £5m in the current financial year and that huge amounts of work had been completed in relation to maximizing savings to balance the budget. As an example, Ms Bozkurt explained the cancellation of any unnecessary travel to meetings where this could be carried out via MTeams.

Decision: It was agreed by the committee to note the verbal update on Financial Performance.

Action: No action necessary.

6. PERFORMANCE

6.1 Strategic Risk Register – Detailed review

The Chief Officer, Nick Fayers, presented the Strategic Risk Register to the Committee for discussion. The Executive Summary highlighted the five areas of risk identified and who was responsible for each. The Register went into more detail on each risk and provided a scoring mechanism for each risk. It showed the initial score, current score, previous score, target score and when this was to be achieved by.



The Register was created in December 2022, and since then, one risk had reduced, two risks have increased, and one risk has stayed the same. The Report included the Risk Appetite Statement of the IJB together with descriptors which helped to inform the total risk score. Feedback from the Senior Management Team had been that the five risks identified accurately reflected the risk faced by the IJB, the Chief Officer welcomed members' comments on this.

In discussion it was noted that there was a mix of opinion in that some felt the risks and risk scores were reasonable, others felt that the risk scores didn't reflect the actual risk and that some of the amber risks should be recategorized as red. Comments in relation to the details of each risk being too generic were noted, that more information was needed and the Risk Register to be updated. It was agreed that whilst movement can be seen on each risk, there was no narrative behind why it had moved from a lesser to higher risk, or vice versa.

In terms of review dates, it would be best if these could be reviewed to check if they are achievable and if not, what are the mitigating circumstances.

Stephanie Hume suggested that the Board review their risk appetite on an annual basis and have a specific risk appetite statement for each category ie: workforce, health & safety, finance and clinical. These statements would then link in with the Risk Register. This should be done annually and when there are significant changes in the working environment eg: covid.

Decision: The IJB Audit & Risk committee agreed to have a fuller discussion on the Strategic Risk Register at the next IJB Board Meeting to be held on 28 March. It was also agreed that in order to move this item forward and following the IJB meeting on 28 March that key members of the IJB and the IJB Audit & Risk Committee meet to discuss informally prior to presenting a revised Risk Register to the Board at its next meeting in June 2024.

Action: Strategic Risk Register – review of risk appetite to be placed as an item for discussion at next IJB Board meeting.

7. LOCALITY PLANNING GROUPS - UPDATE

The Chief Officer, Nick Fayers, presented an update on membership of Locality Planning Groups across the Western Isles. Details of the groups and membership, noting the Chairs and Senior Officers appointed to support the direction of the groups' involvement in shaping the community services, were presented to the committee.

Decision: The IJB Audit & Risk Committee formally noted the Report.

Action: No action required.



8. 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?		✓	
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"> • Proper Scrutiny • Relevant questioning • Constructive challenging 	✓ ✓ ✓		
Do you have any suggestions for improvement or additional comments about this meeting?			Comments should be made to Michelle McPhail.

9. DATE OF NEXT MEETING

The next meeting of the IJB Audit & Risk Committee will be held on Wednesday 05 June 2024 at 10.00am.