

Lanarkshire NHS Board
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**Meeting of the Audit Committee, Wednesday 20 May
 2020 at 9.30am in the Board Room/Teams/Teleconference, Kirklands HQ**

CHAIR: Mr B Moore, Non-Executive Director

PRESENT: Cllr J McGuigan, Non Executive Director
 Mr P Campbell, Non Executive Director
 Mrs L Macer, Non Executive Director
 Dr A Osborne, Non Executive Director

IN

ATTENDANCE: Mrs N Mahal, Chair
 Mr C Campbell, Chief Executive
 Mrs L Ace, Director of Finance
 Mr P Lindsay, Audit Scotland
 Mrs S Lawton, Audit Scotland
 Mrs M Holmes, Head of Internal Audit
 Mr T Gaskin, Chief Internal Auditor
 Mrs C McGhee, Corporate Risk Manager
 Mr P Cannon, Board Secretary

APOLOGIES: Mrs M Morris

1.	WELCOME AND DECLARATION OF INTERESTS	ACTION
	Mr Moore welcomed those present. He set out the purpose of the special Audit Committee as being to review the governance arrangements in place during the Covid 19 pandemic.	
2.	<p>HISTORY OF GOVERNANCE ARRANGEMENT CHANGES DURING COVID</p> <p>Mrs Ace presented a paper providing a timeline of the Boards resilience response starting with a reminder of the emergency preparedness work and processes that Board already had in place and had subject to audit in 2019. She highlighted that the March and April board had received and endorsed a suite of papers highlighting changes to processes made during Covid and she drew committee members' attention to the work that had been commissioned at an early stage looking at the impact of service</p>	

	<p>changes. She explained papers 3 and 4 on the agenda would cover this in more detail.</p> <p>Mr P Campbell asked what the route map out of the current revised governance arrangements would look like. Mr Moore added that the Board paper indicated the arrangements would be reviewed at the end of June. Mrs Mahal informed the committee that Boards had received instructions that until the NHS returned to a more normal footing there should not be a return to a previous mode of operation that might interfere with the operation of the crisis response in command and control mode standard. She also highlighted that a national review of governance arrangements was underway and we would hope to learn from that in designing new arrangements.</p> <p>Dr Osborne indicated that as Board member she was satisfied with the governance arrangements and how the members had been kept informed. She referred to paper 4 on the agenda and noted that not all the actions arising from the internal audit of the Board's resilience arrangements had been implemented prior to the Covid emergency response. It was agreed that would be picked up on the discussion in paper 4.</p> <p>Mrs Macer asked how the output from the structured debrief on the command and control arrangements planned for 22 May 2020 would be fed back to the Audit Committee. It was agree this would be worked out outside the meeting.</p> <p>Mr Lindsay confirmed that the governance arrangements are reviewed annually and this year's audit would also cover the amended Covid arrangements. He said that to date they had seen nothing of concern but would report more fully after their audit.</p> <p>Mrs Lawton informed the Committee that the NHS Overview report from the Auditor General would focus heavily on the response to Covid.</p> <p>Mr Gaskin informed the Committee that internal audit were in the process of developing a structured questionnaire. He complimented the paper work produced so far but flagged that risks would constantly change. Mrs McGhee acknowledged this and pointed the committee to the new risks that had recently been added.</p> <p>Mr Gaskin flagged the challenge of public Board meetings during the lockdown and suggested looking at technological solutions.</p>	LA
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	THE COMMITTEE: Noted the paper setting out the history of the revised governance arrangements.	
3.	RISK MANAGEMENT ARRANGEMENTS DURING EMERGENCY RESPONSE	
	<p>Mrs McGhee explained how she had worked with the resilience team last year to integrate risk management processes into the resilience response. She described how during the Covid response risks are captured by all command groups on an established proforma and consolidated and escalated and reported. She talked through agreed amendments to the existing risk management arrangements designed to allow more focus on the high risks.</p> <p>She pointed to the committee to the work carried out by a group led by the recently retired Director of NMAHPS which collected information on all services altered as a result of Covid, made sure risks were capture and provided a database from which to look at a path to recovery.</p> <p>Mr Moore summed up that the paper as providing a comprehensive overview of how the existing strong risk management arrangements were adapted during the Covid 19 response.</p> <p>Dr Osborne noted the paper did provide a very clear and detailed overview and asked how the full Board would have sight of this for sign off. It was agreed that the Chair and Board secretary would ensure the planned report to the Board in May conveyed the appropriate information to the Board.</p> <p>Mr Campbell flagged that there had, it appeared, been a major change in accountabilities and therefore risk over the preceding day where under the emergency arrangements NHS bodies were given accountability for aspects of Care Home provision such as infection and control and staffing.</p> <p>Mr Gaskin flagged that the Assurance arrangements in Local Authorities were different from those in Health which would present a challenge in exercising this in 2020/21.</p> <p>It was acknowledged future governance arrangements would need to be adapted to reflect and new assurance requirements.</p>	
	THE COMMITTEE: Agreed that the papers provided assurance and oversight of the organisations response in relation to the	

	management of risks and safety issues and contribution to the corporate governance oversight of redesign and recovery plans.	
4.	INTERNAL AUDIT INPUT – RESILIENCE ARRANGEMENTS	
	<p>Mrs Holmes explained how resilience audits were routinely conducted on a cyclical basis. New national resilience standards had been issued in December 2018 and the Board submitted had a self-assessment to Scottish Government. This was subject to Internal Audit in May 2019 and reported to the Audit Committee in June 2019. The report gave adequate assurance.</p> <p>Any recommendations flowing from the report were being followed up on a 2 monthly basis. Mrs Holmes noted that they had seen a tremendous amount of work in taking forward and implementing recommendations. However completion and final sign off however was put on hold when the emergency Covid arrangements were put in place. The Covid arrangements demonstrated the application of the previous work.</p>	
	THE COMMITTEE: Noted the previous Internal Audit work on the Boards resilience arrangements and the progress since then.	
5.	VERBAL DISCUSSION ON ANY FURTHER ASSURANCE REQUIRED	
	<p>Mr Moore invited further comments from Audit Committee members.</p> <p>Dr Osborne reflected that returning governance arrangements going forward would need to be multi agency. Mr Moore expanded on this agreeing that looking back we would be looking at how integration worked.</p> <p>Mr Campbell flagged that we would still be in a form of response mode for some time and that until a vaccine was developed there would be adaptations needed. He gave the example of A & E's no longer being able to function with their previous patient load.</p> <p>Mr Gaskin summed up that Internal Audit were happy with the governance arrangements round the Covid arrangements presented to them. He emphasised the need to start thinking about the strategic plan going forwards and the impacts this would have on ehealth, finances and other aspects.</p> <p>Mr Gaskin also reflected that HQAIC would need to consider the implications of the Care home change in arrangements.</p>	

	<p>Mr Lindsay indicated he had no concerns over risk management and governance in the Board. Mrs Lawton added the Board had put good arrangements in place building on the strong foundation already in place.</p> <p>Mr Cannon added that the national work referred to by Mrs Mahal would be brought to the June Board.</p> <p>Mrs Mahal asked Audit Scotland if they could give indications of good practice around their management report point on considering holding public committees in public.</p> <p>Mrs Lawton indicated that they were respecting the Boards decision to focus on the public Board and not to hold governance committees in public. She explained their recommendations were focussed on how to make the committee papers and minutes easily available for the public.</p>	
	THE COMMITTEE: Concluded that the suite of papers presented enabled them to conclude positively on the Governance arrangements in place during covid 19 and that the Committee would be able to report back to the May Board on that basis.	
6.	AOCB	
	<p>Mrs Ace informed the Committee that due to the disruption from the Covid response, the start of the final audit this year had been delayed until the 8th of June 2020 with the endowment audit happening in July. There had been an initial dialogue with Audit Scotland about the best timing for a Board to sign off the annual accounts. Mrs Lawton had fed back from Audit Scotland that although their team would aim for completing the audit as soon as feasible, an August sign off date would fit better with their other commitments. The Chair and Board Secretary agreed to confirm intentions.</p>	PC
7.	DATE OF NEXT MEETING	
	Tuesday 16 June 2020 at 11am in the Board Room, Kirklands.	
8.	FUTURE MEETINGS IN 2020	
	Tuesday 1 September at 9am Tuesday 1 December at 9am	