

## Key Matters and Escalation Report to the Group Trust Board

**Name of Committee:** Audit and Risk Committee (In Common)

**Chair:** John Kennedy

**Meeting Date:** Monday, 01 December 2025

### Key matters

The committee received and discussed the following:

#### Cambridgeshire Community Services NHS Trust (CCS)

- Local Counter Fraud Service (LCFS) Progress Report – delivery of the proactive plan was ongoing. Two new referrals of alleged fraud had been received since the last meeting. It was noted that both the number and reporting of fraud incidents had increased, aligning with national trends, and as a result fraud was now included in the board assurance framework.
- Brookfields fraud update – **Partial assurance**.
- HR update on disciplinary action for staff found working while absent.
- Internal Audit Progress Report – two reviews had been completed:
  - Data Quality (**reasonable assurance**).
  - Governance - Part 1 (assurance level to be provided once the full review has been completed).
- Update on External Audit activities.
- Waivers & Special Payments, quarters 1 & 2 (2025-26)
- Audit Annual Quality Assurance Update – **Substantial assurance**

#### Norfolk Community Health & Care Trust (NCHC)

- Local Counter Fraud Service (LCFS) Progress Report – delivery of the proactive plan was ongoing. The fraud risk assessment was in the process of being updated. The expenses review had been concluded. No referrals of alleged fraud had been received since September 2025.
- Update on Missing IT equipment – **Partial assurance**
- Internal Audit Progress Report – two audits had been finalised:
  - Relationships at Work (**limited assurance**).
  - Equality, Diversity and Inclusivity, including Bullying, Harassment and Grievances (**substantial assurance**).
- Update on External Audit activities
- Waivers & Special Payments, quarters 1 & 2 (2025-26)

#### Discussion in Common

- A Joint Risk & Issue Management Policy was approved with members noting that a single risk management system was now in place to facilitate documentation and reporting.
- Group Trust Board Assurance Framework (**Substantial assurance**) – more detail under ‘key risks and issues’.

## **Key risks and issues**

The committee received and approved the latest iteration of the Group Board Assurance Framework. It was noted that the only major change since the last review by the Group Board on 19<sup>th</sup> November 2025 was the addition of a fraud risk, bringing the total number of risks on the BAF to 13.

## **Key escalations**

There were no escalation points to report for either Trust.

### Key Points to note:

#### NCHC

- IT equipment losses – a detailed report and update was provided on the recent review. Defined completion dates were to be added to the resulting action plan and, given the number of ongoing actions, the committee would continue to have oversight
- Limited (partial) assurance for the recent Relationships at Work internal audit leading to increased scrutiny from the committee.

#### CCS

- Brookfields fraud update - a detailed action plan had been created and implementation was underway; this would no longer be reported through the committee.
- The positive impact of the clinical audit programme on care quality, shared learning, and forward planning, with a push to align processes and learning across both trusts.

#### In Common

- Approval of the Risk & Issue Management Policy.