



ANGUS HEALTH AND SOCIAL CARE

INTEGRATION JOINT BOARD AUDIT COMMITTEE – 29 SEPTEMBER 2021

INTERNAL AUDIT REPORTS - FOLLOW UP ACTIONS

REPORT BY ALEXANDER BERRY, CHIEF FINANCE OFFICER

ABSTRACT

The aim of this paper is to update the Audit Committee regarding the IJB’s progress with meeting the recommendations of Internal Audit reports.

1. RECOMMENDATION

It is recommended that the Integration Joint Board Audit Committee:-

- (i) note the report and the progress made to date in terms of delivering the planned response.

2. BACKGROUND

2.1 On a regular basis the IJB’s Audit Committee receives Internal Audit Final reports setting out the findings of agreed Internal Audits. Many of these reports have recommendations for improvements contained within them and the final versions of reports will have agreed “management responses” to those recommendations of the Internal Auditors. All “management responses” will have time lines and associated lead officers. This report provides an update regarding progress with “management responses”.

Status updates are provided by Lead Officers and collated in the period prior to an Audit Committee. On that basis, action status information will not always be perfectly up to date by the date of an Audit Committee.

Progress is described using an agreed clarification shown below for reference. Note that in all instances, the commentary in the appendix may provide further information.

Status Category	Explanation of Status
TBC	Still “To be confirmed” – e.g. where no information is available.
Complete	Action complete.
Complete (Ongoing)	Action complete, but with an ongoing requirement.
Not Yet Started	Applies to actions not overdue.
Limited Progress	Applies to actions not overdue.
Good Progress	Applies to actions not overdue.
Overdue (*Not Yet Started/ Limited Progress/Good Progress)	Overdue actions with detail re progress.

Superseded	Action superseded or no longer relevant. Commentary will provide clarity.
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Actions that are “complete” will be reported for 2 successive Audit Committees to provide context. Some actions may eventually be superseded by other circumstances, recommendations or actions. Once noted as “Superseded”, actions will not be reported at further Audit Committees.

2.2 Actions re report AN07/18 (Financial Management)

A formal review of Corporate Support arrangements has still not yet been initiated. For now this issue will be progressed through work associated with the Integration Scheme.

Work has progressed to reconcile finance and contracting information, but as at mid-September 2021, this was still not concluded.

2.3 Actions re report AN05/20 (Risk Management)

An updated Risk Management Strategic was agreed at the IJB’s April 2021 meeting. A development session on this issue was then held in August 2021 and a number of follow up actions will be progressed on the back of that.

2.4 Actions re report AN06/20 (Data Quality)

The progression of some of these improvement actions has been delayed due to COVID-19 responses. However progress has been started to be made with some aspects of the action plan and others will be progressed as soon as capacity allows.

2.5 Actions re report AN05/21 (Charging for Services)

As noted in reports to the June IJB, a series of headline actions only are captured in this update.

3. CONCLUSION

3.1 The Audit Committee are asked to note the report and the progress made to date in terms of delivering the planned response.

4. EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment is not required.

5. DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in Section 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Angus Council and NHS Tayside.

Direction Required to Angus Council, NHS Tayside or Both	Direction to:	
	No Direction Required	X
	Angus Council	
	NHS Tayside	
	Angus Council and NHS Tayside	

REPORT AUTHOR: Alexander Berry, Chief Finance Officer
E-mail details: tay.angushscp@nhs.scot
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Angus Integration Joint Board: Internal Audit Reports - Follow-up Action

Appendix 1

IJB Audit Report	Rec. Ref.	Recommendation	Priority	Management Response / Action	Action by	Due Date	Status at Audit Committees			Status - Comment
							Apr-21	Jun-21	Sep-21	
AN07/18 Financial Management	1	It is recommended that the Angus Health & Social Care Partnership Chief Officer completes the outstanding action for Recommendation 1 from the original audit (Report AN07-17).	1	AHSCP will look to review overall provision of Corporate Support arrangements (including Finance) with Partners from July 2018. (Note the IJB acknowledge this is later than anticipated). In future this item will only be reported through the Governance Actions report.	Chief Officer	Dec. 2018	Overdue - Limited Progress	Overdue - Limited Progress	Overdue - Limited Progress	IJB notified that this was unlikely to be progressed in 20/21 but IJB has highlighted the importance attached to this in letters to Angus Council and NHS Tayside. Note - recent Angus Council commitment of additional resource to Procurement and Finance support. Now forms part of Integration Scheme review.
AN07/18	2	It is recommended that the procurement & Commissioning Manager and the Finance Services Manager (Team A) meet to discuss how best to link the contract information to the financial systems in future	3	The IJB and Procurement and Commissioning Manager agree this work needs progressed and concluded. Further work to reconcile Contracts register with Finance information (e.g. budgets) will be led by Finance Manager and Procurement and Commissioning Manager and reported through the Third Party Providers forum. Note - Although action agreed for more than 2 meetings, this action will remain on this list until the 2021/22 report has been issued.	Proc. & Comm. Manager / Finance Manager (Angus Council)	Dec. 2018	Complete	Complete	Complete	Finance and Procurement support an annual reconciliation of budgets and associated contract price increases is undertaken as part of the budget setting process. This work is coordinated through the Third Party Provider working group, membership of which includes senior management, finance and procurement colleagues. On an annual basis, from 21/22, a co-authored report from Finance/Procurement (called Finance (Budget) / Contracts Annual Reconciliation) will be shared with the Third Party Provider Working Group (or any relevant successor group), by September of each financial year, confirming the reconciliation.
AN05/20 Risk Management	3	The Board should formally agree the IJB risk appetite using an agreed methodology and this should be incorporated in to the Risk Policy and Strategy.	Significant	The IJB will consider the development of the IJB's Risk Appetite and incorporate this into a future iteration of the Risk Policy and Strategy.	Chief Officer	Dec. 2020	Overdue - Limited Progress	Overdue - Limited Progress	Overdue - Good progress	Considered at Risk Management development session (August 2021). Risk appetite to be subsequently developed. Timescale and next steps after development session to be confirmed with an update report expected to IJB Audit Committee (Dec. 2021).
AN05/20	4	A formal ongoing training programme/record should be maintained to ensure that all relevant staff, including Board and Audit Committee members, have received risk training.	Merits Attention	The IJB has to keep in mind the time demands on Board members and Audit Committee members, many of whom will also be participants in other forums where risk management is also a feature. Through the IJB's Improvement and Development Team, the IJB will develop and record risk training to ensure that all relevant staff have received risk training.	Head of Service (North)	Feb.2021	Overdue - Limited Progress	Overdue - Limited Progress	Overdue - Limited Progress	Intentions now reflected in IJB's Risk Management documents. At very preliminary stages of planning and action plan still to be agreed. Plans regarding ongoing training to be confirmed in expected report to IJB Audit Committee (Dec. 2021).
AN05/20	6	The Angus HSCP Improvement plan should specifically include governance and assurance arrangements required from partners and from IJBs hosting services on behalf of the Angus HSCP.	Significant	As part of the IJB's review of its Risk Management Strategy & Policy, governance and assurance arrangements required from partners and from IJBs hosting services on behalf of the Angus will be addressed.	Chief Officer	Dec. 2020	Overdue (Good Progress)	Overdue (Good Progress)	Overdue (Good Progress)	From an Angus perspective risk reporting for hosted services is direct to CCPG. Tayside IJB's now looking at collectively improved and shared hosted services reporting, including determining locus for that reporting. Ultimately aspire to consolidate performance, risk and financial reporting consistently with an expectation of progress by end of 2021/22.

Angus Integration Joint Board: Internal Audit Reports - Follow-up Action							Appendix 1 (Cont.)			
IJB Audit Report	Rec. Ref.	Recommendation	Priority	Management Response / Action	Action by	Due Date	Status at Audit Committees			Status - Comment
							Apr-21	Jun-21	Sep-21	
AN06/20 Data Quality	1(a)	Action is required to ensure that in future the needs of all parties (NHST, Local Authority and IJB) are considered when key IT development decisions are being taken and any IT problems that arise due to the unique circumstances of an H&SCP can be discussed and resolved timeously. In addition, the possibility of interfaces sharing information between systems should be explored. As part of an internal audit report for Dundee IJB (D04/19 Information Technology and Governance as enablers of integration) an action was agreed that 2 out of the 4 meetings per year of the Workplace Enablement (WPE) group which has a remit in relation to this work were to include Angus and P&K representation. We would encourage active participation in this work.	Merits Attention	The Partnership will review opportunities for improvement with regard to Information Technology. This will include considering interfaces between systems and reviewing the options to work with Partners and neighbouring IJBs and...	Chief Officer	Mar-21	Overdue - Not Started Yet	Overdue - Not Started Yet	Overdue - Not Started Yet	Progress deferred due to COVID-19. To be escalated via Integration Scheme review of support arrangements. Given limited opportunity for Angus IJB to progress improved IT in isolation, separate work will consider improved access across systems.
	1(b)	the possibility of interfaces sharing information between systems should be explored. As part of an internal audit report for Dundee IJB (D04/19 Information Technology and Governance as enablers of integration) an action was agreed that 2 out of the 4 meetings per year of the Workplace Enablement (WPE) group which has a remit in relation to this work were to include Angus and P&K representation. We would encourage active participation in this work.		(...including participation in the Workplace Enablement (WPE) Group)	Chief Officer	Mar-21	Overdue - Not Started Yet	Overdue - Not Started Yet	Overdue - Not Started Yet	Progress deferred due to COVID-19. Nominee now being sought from management team.
AN06/20	2	We would therefore recommend that the HSCP receives updates on the progress of both the reconciliation of finance and activity information and the implementation of the Home Care contract monitoring system as well as assurance on staffing capacity to ensure current controls will remain ongoing.	Merits Attention	1) The Partnership will continue to progress the work to systematically reconcile finance and activity information.	CFO	Mar-21	Overdue - Limited Progress	Overdue - Good Progress	Overdue - Good Progress	Work ongoing. Eclipse migration from Carefirst expected September 2021. Reconciliation dependent on Contract Monitoring system (see below). Regular updates re data quality circulated to management.
				2) The Partnership will progress the implementation of the Home Care Contract Monitoring system to support invoicing and improved data quality.	Head of Service (South)	Mar-21	Overdue - Limited progress	Overdue - Limited progress	Overdue - Limited progress	Most SDS option 3 providers now moved to new system. Work now being undertaken to determine best system capability to move to automated invoicing.
				3) In addition the Partnership recognises that some data requirements (e.g. actual activity rather than planned activity, Carers activity) are not currently well recorded in data systems and will look to develop this going forward.	Head of Service (South)	Mar-21	Overdue - Limited progress	Overdue - Limited progress	Overdue - Limited progress	Recognition of actual rather than planned activity is progressing - dependent on move to Eclipse etc as noted above. Carers activity still hard to disaggregate. Can only be considered post Eclipse migration and, even then, would require a major change in care package recording. This further work will be considered in due course.
				4) The Partnership will ensure clear responsibilities for data quality after recent staff turnover.	Chief Officer	Dec-20	Overdue - Limited progress	Complete	Complete	Staffing sub-structure (linked to data quality issues) now resolved and placed on a permanently funded basis. Separately, lead role still to be filled.
AN05/21 Charging For Services	1	This Internal Audit report was of a consultancy nature and did not generate specific set of actions but set out key findings and areas for improvement. This has been translated in to 3 summarised and stepped management actions.	All steps treated as Significant	Further review of the report output by Angus HSCP Charging Group and Angus Council.	Chief Finance Officer/ Angus Council Director of Finance	Sep-21	N/A	N/A	Complete	Background discussion completed August 2021.
	2			Development of a resourced improvement plan with agreed timelines and leadership and support from Angus IJB and Angus Council.		Dec-21	N/A	N/A	Limited Progress	Improvement plan still being developed.
	3			Progression of the agreed Improvement Plan		Mar-22	N/A	N/A	Not Started Yet	No move to implementation at this stage.