



**ANGUS HEALTH AND SOCIAL CARE**

**INTEGRATION JOINT BOARD AUDIT COMMITTEE – 26 APRIL 2023**

**INTERNAL AUDIT REPORT – SUSTAINABILITY OF PRIMARY CARE (AN05/22)**

**REPORT BY ALEXANDER BERRY, CHIEF FINANCE OFFICER**

**ABSTRACT**

To update Audit Committee members on the output of the Internal Audit report regarding Sustainability of Primary Care.

**1. RECOMMENDATIONS**

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

- (i) Notes the finalisation of the Sustainability of Primary Care Internal Audit Report.
- (ii) Notes that actions associated with the Audit will be reported through future iterations of the Internal Audit Follow Up report.

**2. BACKGROUND**

The 2021/22 Internal Audit plan included a review of the Sustainability of Primary Care. The draft output of this Internal Audit reported to the Audit Committee in December 2022. The report has subsequently been finalised and shared more widely within NHS Tayside.

This audit was jointly commissioned by Angus IJB, Perth & Kinross IJB and NHS Tayside and reviewed strategic risks relating to Sustainability of Primary Care Services.

As a jointly commissioned report, the report has previously been shared with NHS Tayside's Audit Committee with the covering report noting: -

*This report is a complex, multifaceted report covering many disparate areas which itself reflects the complexity of the nature of Primary Care Services and its associated risk factors. It is important therefore, that the response has ownership from all key parties and that it fully addresses the issues raised in the report.*

*As the challenges with delivery of Primary Care services crystallise, a structured, proactive and strategic approach is needed to ensure effective management of this complex and important area. The complexity of the risk requires a holistic and coordinated approach to ensure effective and efficient management of the risk, including buy-in from all relevant partner bodies and, crucially, support from enabling functions such as Estates.*

**3. CURRENT POSITION**

This final report, which now includes finalised management responses, does indicate that only limited assurance can be derived from the current control mechanisms. Resolution of the Action Points will, it is to be anticipated, increase assurance levels.

It is important to remember that many governance systems, including those in Primary Care, were stretched by the demands of COVID-19. In addition, the governance landscape for Primary Care is challenging for a range of reasons including scale, the interface with NHS Tayside regarding likes of property issues and the complexities of introducing the new 2018

GMS. However, Primary Care is a key risk for Angus IJB and Angus has Lead Partner role. The progression of the issues and action set out here will help mitigate those risks.

Angus IJB is currently supporting the progression of all the local and regional actions set out in this report including issues regarding risk, assurance, organisational structures and sustainability.

While this report does not include a detailed progress report regarding progress with actions, it is worth noting a number of actions (6 of 7) initially had a target completion date of 31 March 2023. While many of these actions are progressing, they have not yet been completed at the time of writing this report. A more complete update will be provided for the forthcoming June 2023 Audit Committee.

#### 4. PROPOSALS

The Audit Committee are asked to note this finalised report.

#### 5. FINANCIAL IMPLICATIONS

Observations and recommendations in the report are intended to improve the management of the risks associated with Primary Care. While there are no direct financial implications of this report, the output will influence the management of c£70m of resources in General Practice alone across Tayside. Angus IJB and other IJB's already feel the financial impact of the sustainability issues in Primary Care through the impact of having to manage challenging property issues and 2C Practices within Angus and Tayside.

#### 6. RISK

Risks were inherent prior to the Internal Audit and the constructive progression of management action in response to recommendations should help mitigate some of these risks.

#### 7. OTHER IMPLICATIONS – REPORT DISTRIBUTION

Reflecting previous discussions, assignment covering reports now set out the intended distribution of final Internal Audit reports. This does not affect the Audit Committee feedback.

Internal Audit Report Distribution – AN05/22 Sustainability of Primary Care

Distributed to	Purpose	By Whom
Angus Council Audit Leads	For information	Chief Finance Officer
Angus HSCP Executive Management Team	For consideration and supporting the development of improvement plan.	Primary Care Manager
Angus Primary Care Oversight Group	For consideration and supporting the development of improvement plan.	Primary Care Manager

#### 8. EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment is not required.

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**April 2023**

List of Appendices:

Appendix 1 – Finalised Internal Audit Report AN05/22 – Sustainability of Primary Care