
To: Renfrewshire Health and Social Care Integration Joint Board Audit, Risk and Scrutiny Committee

On: 24 March 2023

Report by: Chief Internal Auditor

Heading: Summary of Internal Audit Activity in Partner Organisations

1. Summary

- 1.1 The Renfrewshire Health and Social Care Integration Joint Board directs both Renfrewshire Council and NHS Greater Glasgow and Clyde to deliver services that enable the Renfrewshire Integration Joint Board to deliver on its strategic plan.
 - 1.2 Both Renfrewshire Council and NHS Greater Glasgow and Clyde have Internal Audit functions that conduct audits across each organisation and report the findings of these to the respective audit committees.
 - 1.3 Members of the Integration Joint Board have an interest in the outcomes of audits at both Renfrewshire Council and NHS Greater Glasgow and Clyde that have an impact upon the Integration Joint Board's ability to deliver the strategic plan or support corporate functions.
 - 1.4 This report provides a summary to the Renfrewshire Integration Joint Board's Audit, Risk and Scrutiny Committee of the Internal Audit activity undertaken within these partner organisations.
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2. Recommendations

- 2.1 That the Integration Joint Board Audit, Risk and Scrutiny Committee are asked to note the contents of the report.
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3. Renfrewshire Council Internal Audit Activity

- 3.1 There have been no Internal Audit reports issued to the Renfrewshire Council between 1 July 2021 to 30 September 2022, which are relevant to the Integration Joint Board.

4 NHS Greater Glasgow and Clyde Internal Audit Activity

- 4.1 The following Internal Audit reports have been issued to the NHS Greater Glasgow and Clyde Audit and Risk Committee from 1 July 2021 to 30 September 2022, which are relevant to the Integration Joint Board. A summary has been provided for those reports, with recommendations

graded from limited risk exposure to very high risk exposure and improvements graded from effective to major improvement required. The internal audit service is provided by Azets.

Audit Review	Audit Rating (note 1)	Risk Exposure and Number of Recommendations (note 2)			
		Very High	High	Moderate	Limited
Covid 19 Recovery Plan	Minor Improvement Required	0	0	2	0
Telecommunications Project – Post Implementation Review	Minor Improvement Required	0	0	3	0

Note 1 – For each audit review one of four ratings is used to express the overall opinion on the control frameworks reviewed during each audit:

Immediate major improvement required – Controls evaluated are not adequate, appropriate, or effective to provide reasonable assurance that risks are being managed and objectives should be met.

Substantial improvement required - Numerous specific control weaknesses were noted. Controls evaluated are unlikely to provide reasonable assurance that risks are being managed and objectives should be met.

Minor improvement required - A few specific control weaknesses were noted; generally however, controls evaluated are adequate, appropriate and effective to provide reasonable assurance that risks are being managed and objectives should be met.

Effective - Controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met.

Note 2 – Each audit recommendation is assigned a risk exposure rating:

Very high risk exposure - major concerns requiring immediate senior management attention.

High risk exposure - absence / failure of key controls.

Moderate risk exposure - controls not working effectively and efficiently.

Limited risk exposure - controls are working effectively but could be strengthened.

4.1.1 Covid 19 Recovery Plan

The objectives of the review were to ensure that:

1. The NHSGGC Annual Delivery Plan for 2022/23 sets out clearly defined priorities, aligned to those set out in the national NHS Recovery Plan.
2. Objectives are SMART, where possible, and responsibility for their delivery is clearly articulated.
3. Detailed actions plans have been developed to operationalise the requirements of the Annual Delivery Plan. These include actions not previously implemented through historic remobilisation plans.
4. There are robust processes in place to ensure that progress towards achieving objectives is consistently provided by those responsible for their delivery. Updates clearly convey progress, including identification of issues or delays where necessary.
5. Progress towards implementing recovery plans is subject to regular review and appraisal by senior governance groups and the Board.

NHSGGC has undertaken significant and substantial work to articulate its planned approach to recovering health services as it emerges from the Covid-19 pandemic, firstly through development of Remobilisation Plans and more recently through development of the Annual Delivery Plan for 2022/2023.

It was found that the Annual Delivery Plan (ADP) submitted to Scottish Government was consistently aligned with national priorities and also reflective of local priorities within NHSGGC including the Board Corporate Objectives.

It was also confirmed that, in common with our previous audit work in this area, NHSGGC developed robust arrangements to oversee both preparation and submission of the Annual Delivery Plan, as well as regular monitoring of progress towards implementation of the plan at the most senior levels within the organisation.

Implementation of the improvement actions identified within the Management Action Plan to this report will better support the consistent monitoring and reporting of component actions in support of the ADP plan. This will better enable NHSGGC to demonstrate its progress in this area to key internal and external stakeholder groups, most notably the Scottish Government.

4.1.2 Telecommunications Project – Post Implementation Review

The objectives of the review were to ensure that:

1. There is a formal strategy which sets out the roadmap of how the benefits of the implementation of the Telecommunications platform can be leveraged.
2. There are effective processes for identifying, managing and prioritising demand related to the utilisation of the Telecommunications platform.
3. There are effective project management and governance processes in place for all approved Telecommunications platform projects.
4. Expected benefits from the implementation of the technology and further projects, as set out in the business case (or equivalent), have or are being realised.

NHS Greater Glasgow and Clyde initiated a Telephony Programme in 2017 to migrate from the Featurenet infrastructure to a new telecoms platform. A key driver for the programme was to mitigate the risk of the platform being retired by British Telecom (BT). A report on progress was completed in 2020 with the programme in full flight however, COVID impacted on the progress that could be made.

Our review has noted that the key expected benefit of the telecommunications programme, removing reliance on legacy BT services, had been achieved. The programme has not undertaken a benefits realisation review to evaluate all of the benefits documented in the business case.

There is no defined roadmap to build on the enabling technology implemented by the Telephony Programme. There are a number of in-flight or future packages of work aimed for delivery over the next 18 months. However, there is no strategic or longer term view for future projects to enhance the benefits of the new platform and deliver capabilities in alignment with the strategic objectives.

1. **Financial** - none.
 2. **HR & Organisational Development** - none.
 3. **Community Planning** - none.
 4. **Legal** - none.
 5. **Property/Assets** - none.
 6. **Information Technology** - none.
 7. **Equality & Human Rights** - none
 8. **Health & Safety** - none.
 9. **Procurement** - none.
 10. **Risk** - The subject matter of this report is the matters arising from the risk based Audit Plan's for Renfrewshire Council and NHSGGC in which the IJB would have an interest.
 11. **Privacy Impact** - none.
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List of Background Papers – none.

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