



Western Isles Integration Joint Board

Internal Audit Report

Management Action Follow-up – Part 1

January 2024



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Introduction and background	1
Summary of progress	2
Appendix 1: Action status by report	4
Appendix 2: Summary of outstanding actions	5
Appendix 3: WI Council Risk Categorisations	16
Appendix 4: Azets Risk Categorisations	17

Introduction and background

Introduction

As part of the 2023/24 internal audit programme we have completed two follow up exercises to provide the Audit Committee with assurance that management actions agreed in previous internal audit reports have been implemented appropriately. This report summarises the progress made by management in implementing agreed management actions.

Scope

In January 2024 we reviewed all open management actions and liaised with Western Isles Integration Joint Board staff to obtain an update on their implementation progress.

We have reassessed the actions raised by the previous internal auditors using the Azets risk gradings and have outlined these in Appendix 2.

Action for Audit Committee

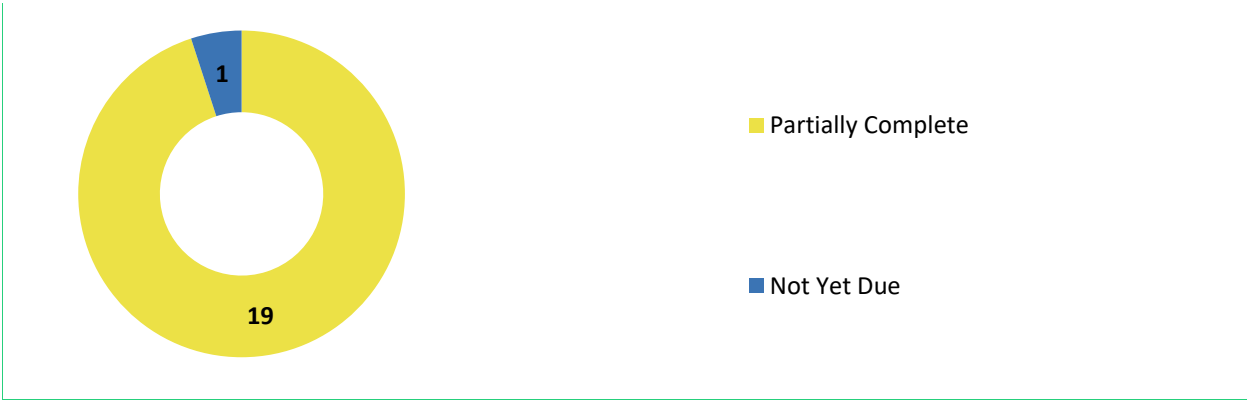
The Committee is asked to note the progress made by management in implementing agreed management actions. The Committee is also asked to consider and approve those actions for which revised timescales have been provided by management (these are detailed at Appendix 2).

Summary of progress

The table below shows the movement in the Western Isles Integration Joint Board’s audit actions tracker in the period to January 2024:

	Number of Actions
Open actions brought forward	11
Actions added to tracker	11
Actions merged	2
Total actions to follow-up	20
Actions closed	-
Open actions carried forward	20

Status of Actions as at January 2024



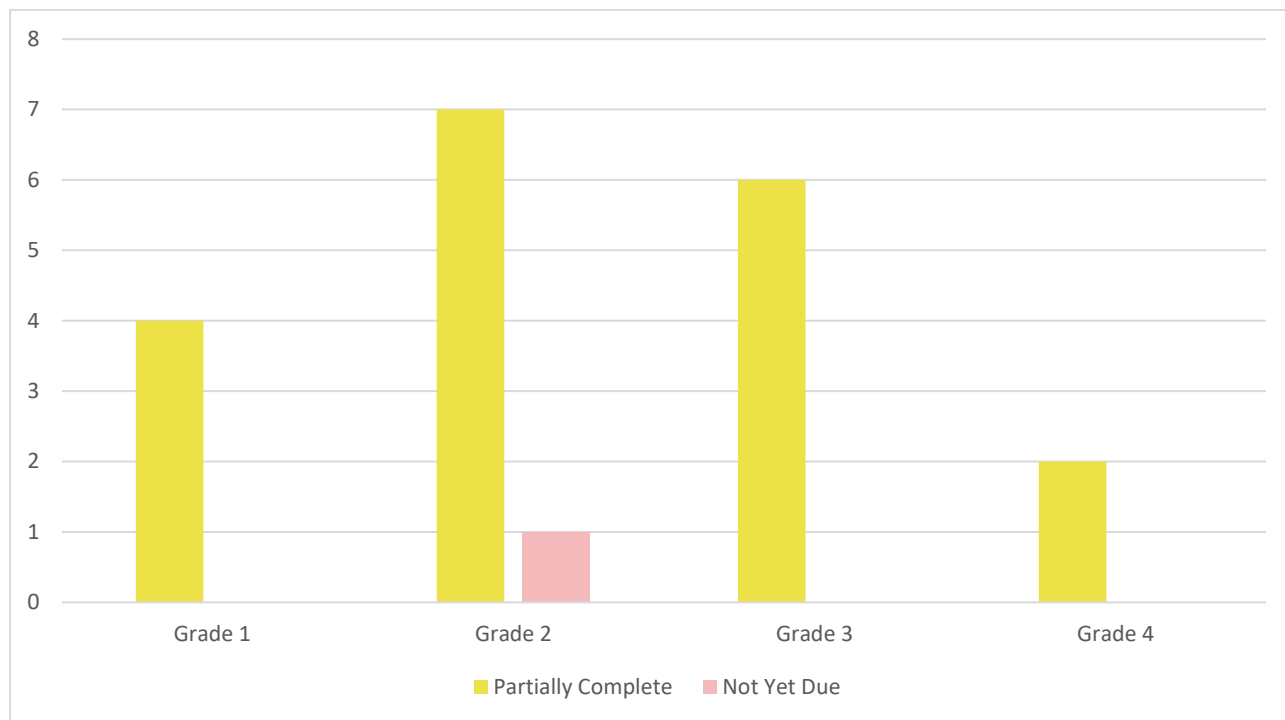
We have confirmed 19 actions (95%) are partially complete and one (5%) is not yet due for completion. Eight of the overdue actions are graded as high or very high risk.

Further detail on all outstanding actions is included at Appendix 2.

Particular attention should be paid to completing those actions that are assessed as Grade 3 and Grade 4 and those which are now aged.

A summary of the status of actions by report is shown at Appendix 1.

Status by Grading



Appendix 2 sets out the current status of actions classed as “partially complete” and ‘not yet due’ based on updates provided by management.

Appendix 1: Action status by report

Report title	Complete	Partially complete	Incomplete	Not Yet Due	Total
Risk Management		2			2
Financial Planning, Management and Savings		1			1
Business Continuity Planning and Disaster Recovery		2			2
2019/20 sub-total		5			5
Workforce Planning and Organisational Development		2			2
Consultation, Participation and Engagement		1			1
Scheme Review		1			1
2020/21 sub-total		4			4
Workforce Management Information		5			5
Strategic Planning		5		1	6
2022/23 sub-total		10		1	11
Grand totals		19		1	20

Appendix 2: Summary of outstanding actions

Report	Recommendation	Action Owner	WI Council Grade	Azets Grade	Original timescale	Revised timescale	Management Update January 2024	Status
T1 - 2019/20 Risk Management	Risk management strategy and policy to be reviewed with updated version made available to staff.	Chief Officer	3	1	Apr 20	Mar 24	The risk strategy and policy have now been updated and include the Risk Appetite Statement of the Board. The current risks are in the process of being moved over onto DATIX and this should be complete by the end of March.	Partially Complete
T6 - 2019/20 Risk Management	The Chief Officer should consider the signed statements of assurance on receipt and consider any significant matters along with other regulatory reports and audit reports in order to inform the disclosures in the Corporate Governance Statement.	Chief Officer	2	3	Apr 20		The Chief Officer has been undertaking a piece of work regarding governance of ICMT and reporting to the IJB Board along with the escalation processes in place. The Chief Officer is working with the Chief Executives on the assurance statements required.	Partially Complete

Report	Recommendation	Action Owner	WI Council Grade	Azets Grade	Original timescale	Revised timescale	Management Update January 2024	Status
T7 - 2019/20 Financial Planning, Management and Savings	Strategic plan/refresh to be reviewed as required and current plan to be made available online.	Chief Officer	3	1	Dec 19	June 24	<p>The draft strategic framework was developed and is in the consultation phase with a paper going to the Board in February 24</p> <p>This was available on the Western Isles Council website, however as a result of the Cyber incident this will be delayed until a new site is developed</p>	Partially Complete
T15 - 2019/20 Business Continuity Planning and Disaster Recovery	Implementation of Business Continuity policy statement along with formal annual assurance being sought from partner organisations that Business Impact Assessments have been carried out and appropriate Business Continuity arrangements are in place.	Chief Officer	2	3	Apr 20		The Chief Officer is currently looking into what assurance is needed and how this is provided.	Partially Complete

Report	Recommendation	Action Owner	WI Council Grade	Azets Grade	Original timescale	Revised timescale	Management Update January 2024	Status
T16 - 2019/20 Business Continuity Planning and Disaster Recovery	Formal annual assurance should be given by each partner organisation confirming whether the necessary IT systems and controls have been tested and are operating effectively and whether adequate budgetary provision has been made to enable this to take place.	Chief Officer	2	3	Jan 20		The Chief Officer will speak with the partner bodies to determine what assurances are available in this area.	Partially Complete
T10 - 2020/21 Workforce Planning and Organisational Development	<p>An Integrated Workforce Plan is implemented with progress on action points communicated regularly to the board.</p> <p>An updated workforce strategy along with closer joined up working will be required to consider and plan to mitigate the current and medium-term staffing matters affecting both parent bodies in the provision of services to the IJB.</p>	Chief Officer	1	4	Review by April 21	Feb 24	The Chief Officer has undertaken and exercise to identify corporate support in the production of workforce information from the NHS and Council for reporting as the overall workforce plans sit with the respective organisations.	Partially Complete
T11 - 2020/21 Workforce Planning and Organisational Development	Strategic documentation published on the website to be updated with the latest versions. Including Spending plans, annual accounts and annual reports and Publication scheme to be reviewed and updated.	Chief Officer	3	1	Apr 21	June 24	The strategic documents will be published on the website following redevelopment as a result of the cyber-attack on the WI Council.	Partially Complete

Report	Recommendation	Action Owner	WI Council Grade	Azets Grade	Original timescale	Revised timescale	Management Update January 2024	Status
T13 - 2021/22 Consultation, Participation and Engagement	<p>The review of the Participation and Engagement Strategy takes cognisance of the updated guide on the National Standards for Community Engagement and associated review form.</p> <p>The outcomes of consultation and engagement exercises undertaken should be clearly communicated on the website along with a link to the relevant partner body website where relevant.</p>	Chief Officer	3	1	Once the system moves out of emergency footing	Feb 24	The Chief Officer is discussing the consultation and engagement strategy at the February Board meeting.	Partially Complete

Report	Recommendation	Action Owner	WI Council Grade	Azets Grade	Original timescale	Revised timescale	Management Update January 2024	Status
T18 - 2021/22 Scheme Review	<p>Consideration is given to whether a full review of the integration scheme is still required as per the original requirements of the IJB.</p> <p>An update should be provided to the IJB and Scottish Government regarding the status of the scheme review with any future amendments approved, as necessary.</p> <p>Where any amendments are made to the current scheme, any successor scheme should be placed on the website</p>	Chief Officer	1	4	Once the system moves out of emergency footing	June 24	A full review of the Integration scheme has been undertaken and the Chief Officer is to share the updated version with the Chief Executives of the Partner organisations for comment. When agreement has been reached it will be presented through the governance structure for approval prior to being sent to the Scottish Government. Once approved by the Scottish Government it will be published on the website.	Partially Complete

2022/23 Workforce Management Information	<p>The IJB should formally agree, document and communicate the workforce performance information required to provide assurance that there are appropriate arrangements in place within the partner bodies to recruit and retain the required workforce to deliver integrated services. In line with good practice, it is suggested that the request should cover the following:</p> <ul style="list-style-type: none"> • Content and format of reporting - the metrics and information required i.e. quantitative or qualitative. These should provide coverage of all key workforce areas for example recruitment/vacancies, staff turnover levels, shift fill rates, sickness and other absence rates, staff survey/satisfaction outcomes and training. • Roles and responsibilities. • Frequency of reporting to the IJB and a timetable for the production of data. • The process for senior managers to quality assure the data before it is reported to the IJB. <p>The IJB should review the workforce KPIs in the current Performance Management</p>	Chief Officer		3	Dec 2023		<p>The Chief Officer to consider what information is available that will be useful to the Board and will consider what KPIs should be in place to ensure the metrics are built around the partner bodies requirements and legislative requirements.</p>	Partially Complete
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Report	Recommendation	Action Owner	WI Council Grade	Azets Grade	Original timescale	Revised timescale	Management Update January 2024	Status
	Framework document and confirm whether these remain relevant and should be included in any future reporting.							
2022/23 Workforce Management Information	The IJB should ensure that workforce reports include data on staff turnover and the KPIs linked to the workforce plan and other workforce related targets. This recommendation is linked to MAP 1.1. Management should reflect on the reporting capacity of the IJB and consider whether the Chief Financial Officer is the most appropriate person to produce regular IJB workforce reports.	Chief Officer		2	Dec 2023		The Chief Officer to consider what information is available that will be useful to the Board and will consider what KPIs should be in place to ensure the metrics are built around the partner bodies requirements and legislative requirements.	Partially Complete

Report	Recommendation	Action Owner	WI Council Grade	Azets Grade	Original timescale	Revised timescale	Management Update January 2024	Status
2022/23 Workforce Management Information	The IJB should ensure, where possible, that there is HR representation from both partner bodies at the Integrated Corporate Management Team meeting (iCMT). Consideration should also be given to reinvigorating the HR forum to allow HR colleagues from both partner bodies to come together to discuss, collaborate and progress issues affecting the IJB workforce and to report directly in to the IJB.	Chief Officer		2	Aug 2023		The Chief Officer has undertaken and exercise to identify corporate support in the production of workforce information from the NHS and Council for reporting as the overall workforce plans sit with the respective organisations.	Partially Complete
2022/23 Workforce Management Information	Management should include details of relevant mitigating actions within the body of the workforce reports. The IJB should ensure that all relevant actions are recorded on the IJB action log with clear owners and due dates so that progress can be monitored and the IJB can be assured that appropriate action is being taken.	Chief Officer		2	Aug 2023		The Chief Officer has undertaken and exercise to identify corporate support in the production of workforce information from the NHS and Council for reporting as the overall workforce plans sit with the respective organisations.	Partially Complete

Report	Recommendation	Action Owner	WI Council Grade	Azets Grade	Original timescale	Revised timescale	Management Update January 2024	Status
2022/23 Workforce Management Information	The IJB should develop a formal escalation framework and ensure that there is a clear process to escalate matters when the performance information required by the IJB is not forthcoming from the partner body organisations.	Chief Officer		3	Dec 2023		This will be supported by the identification of corporate support to provide the necessary information.	Partially Complete
2022/23 Strategic Planning	Management should provide a clear timeline to complete the strategic planning cycle, including Board approval.	Chief Officer		3	Dec 2023	Feb 24	The strategic framework document has been developed and is being presented to the Board in February.	Partially Complete
2022/23 Strategic Planning	Management should ensure that the IJB Board is provided with a timescale outlining when underlying plans should be produced. In addition strategic plans should address medium- and long-term activities. The Health and Social Care Strategic Framework 2023-2026 document should address how it will ensure alignment with strategic vision and objectives of underlying plans.	Chief Officer		2	Sept 2023	Feb 24	The strategic framework document has been developed and is being presented to the Board in February.	Partially Complete

Report	Recommendation	Action Owner	WI Council Grade	Azets Grade	Original timescale	Revised timescale	Management Update January 2024	Status
2022/23 Strategic Planning	Management should ensure that actions within the strategic framework and plans are sufficiently SMART, where these actions are derived from national outcomes additional context and supporting SMART actions should be documented. In addition they should also ensure the Health and Social Care Strategic Framework 2023-2026 document complies with the legislative requirements.	Chief Officer		2	Dec 2023	Feb 24	A section has been included within the strategic framework document which includes SMART actions which have been linked to outcomes. These actions have been linked to the strategic directions in the year.	Partially Complete
2022/23 Strategic Planning	Management should ensure that the strategic context is adequately addressed in the Health and Social Care Strategic Framework 2023-2026 document.	H&SC P Senior Leadership Team		2	Dec 2023	Feb 24	The strategic framework document includes a PESTEL analysis and outcome measures included in the document are linked to the MSG indicators.	Partially Complete
2022/23 Strategic Planning	Management should develop an outline communication and engagement plan, aligned with strategic plans development (MAP 1.1) which clearly identifies when and how stakeholders, both internal and external will be involved in the strategic planning process.	Chief Officer		2	Dec 2023	Feb 24	The Chief Officer is discussing the consultation and engagement strategy at the February Board meeting.	Partially Complete

Report	Recommendation	Action Owner	WI Council Grade	Azets Grade	Original timescale	Revised timescale	Management Update January 2024	Status
2022/23 Strategic Planning	Management should clarify the roles and responsibilities for strategic planning with the planning framework document, ensuring that this complies with the integration legislation. In addition any terms of reference or job descriptions should be updated accordingly. Management should also ensure the Integration Joint Board is provided with assurance that the strategic plan develop process complies with legislation.	Chief Officer		2	Mar 24		The Chief Officer has undertaken and exercise to identify corporate support and has documented this for presentation to the Board in Feb 24.	Not Yet Due

Appendix 3: WI Council Risk Categorisations

Grade	Description
Grade 1	<p>Critical – High Likelihood, High Impact (HH)</p> <p>The weakness is almost bound to happen or is already happening (likelihood) and could have a significant impact on the Comhairle’s services, reputation, control, financial position, statutory, regulatory or constitutional compliance if not contained.</p>
Grade 2	<p>Contingent/Insurable Risk – Low Likelihood, High Impact (LH)</p> <p>The weakness is unlikely to happen but would have a significant impact on the Comhairle’s services, reputation, control, financial position, statutory, regulatory or constitutional compliance if it did occur.</p>
Grade 3	<p>Housekeeping – High Likelihood, Low Impact (HL)</p> <p>The weakness is almost bound to happen or is already happening but is unlikely to have a material impact on the Comhairle’s services, reputation, control, financial position, statutory, regulatory or constitutional compliance, and can be contained.</p>
Grade 4	<p>Value for Money – High Likelihood, Value for money impact (HV)</p> <p>The weakness is almost bound to happen or is already happening but if contained would have a positive impact on economy, efficiency and effectiveness in the use of resources.</p>

Appendix 4: Azets Risk Categorisations

Management action grades

4	•Very high risk exposure - major concerns requiring immediate senior attention that create fundamental risks within the organisation.
3	•High risk exposure - absence / failure of key controls that create significant risks within the organisation.
2	•Moderate risk exposure - controls are not working effectively and efficiently and may create moderate risks within the organisation.
1	•Limited risk exposure - controls are working effectively, but could be strengthened to prevent the creation of minor risks or address general house-keeping issues.

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