

Adults, Health and Commissioning Business Planning Audit

To:	Adults and Health Committee
Meeting Date:	12 th December 2024
From:	Executive Director for Adults, Health and Commissioning
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	Not applicable
Executive Summary:	<p>The outcomes of this report are to update Committee in relation to the following:</p> <ul style="list-style-type: none">- An overview of the recommendations from Internal Audit in relation to the Adults Health and Commissioning Business Planning 2024/25 Process.- Progress to implement the agreed remedial actions
Recommendation:	The Committee is asked to note the contents of the audit report and remedial actions undertaken.

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1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 This report supports delivery of the Council's ambition to ensure People enjoy health, safe and independent lives through timely support that is most suited to their needs.

2. Background

- 2.1 The Executive Director for Adults Health and Commissioning requested internal audit to conduct a review of the governance and planning processes carried out as part of the development of 2024/25 business planning proposals within the directorate.
- 2.2 The audit was completed in September 2024. The outcome was that there was limited assurance in place around the adequacy of system and compliance, but that the organisational impact of these findings was minor.
- 2.3 The audit resulted in six recommended actions. Three high priority and three medium priority in nature.
- 2.4 The Audit and Accounts Committee discussed the Adults Directorate Business Planning Review and Challenge Audit at its meeting on 31 October 2024. The Committee resolved unanimously that the report should be submitted to the Adults and Health Committee for consideration.

3. Main Issues

- 3.1 The aim of the internal audit review was to undertake a 'critical friend' role to scrutinise two individual proposals in depth (Learning Disability Deep Dive and All Age Locality Review) and undertake a review of the business planning programme as a whole, and to make any recommendations to strengthen proposals, programme governance or subsequent planning and implementation of business planning actions.
- 3.2 The audit was commenced in January 2024, with the final report being published in October 2024. The timing of the audit meant that it was undertaken at the tail end of the 2024/25 business planning cycle, prior to full Council approvals for the business plan being in place and implementation of plans commencing. As such, the audit report notes that the systems and governance structures for delivery of the proposals were still at an early stage of development at the time the audit was undertaken.
- 3.3 The findings of the audit report were that Adequacy of System had 'limited' assurance and compliance had 'limited' assurance, whilst the organisational impact was 'Minor'. The key reasons were:
- At the time of audit, there was no clearly defined and documented overarching governance structure in place to provide oversight and assurance across the entire range of Adults business planning proposals. However, it was noted that these arrangements were under development at the time, including oversight and accountability mechanisms for savings and transformation programmes.

- There was a lack of consistency in the level of detail regarding benefits realisations, delivery plans and risk assessments associated with business planning proposals.
- The implementation and communication of a clear corporate project management framework and change board system across the organisation would provide further guidance and support for the implementation of proposals.

3.4 The audit report made a set of six recommendations. Three of these are risk rated as high and the remaining three as medium. The recommendations have been actioned as outlined below:

3.4.1 Completed Actions

	Recommendation	RAG	Update
1A	Establish a comprehensive governance structure	High	Completed <ul style="list-style-type: none"> • Central Adults, Health and Commissioning directorate change board established and meets monthly to oversee implementation of all proposals. • Organisational requirements for the oversight of directorate change programmes are in place • Project and programme boards and delivery governance and reporting lines established. • Power BI reporting dashboard has been developed providing overview of all projects. • Red RAG projects reported monthly to corporate change board. • Risk management process established.
2A	Learning Disability Deep Dive: Develop comprehensive and well-defined project proposals	High	<ul style="list-style-type: none"> • Proposal documents have been enhanced to ensure clear scope, objectives and action plans are in place. • Savings are monitored monthly and verified by Finance for reporting into published savings tracker. • Programme board is aligned with central Adults Health and Commissioning Change Board, with reporting and governance oversight established.
2B	Learning Disability Deep Dive: Develop and embed risk identification, register, mitigation	Medium	<ul style="list-style-type: none"> • Risk register and savings tracker in place for all projects. This includes inclusion of more robust risk mitigation plans.

	strategies and sufficient details in highlight reports.		<ul style="list-style-type: none"> • Consistent highlight reporting implemented, reporting up to directorate change board.
3B	All Age Locality Review: Implement robust risk identification and managements processes and clear project plans.	Medium	<ul style="list-style-type: none"> • A comprehensive risk register has been implemented. • Project oversight board has been established • Regular reports are feeding into the directorate change board and associated governance.

3.4.2 In Progress Actions

	Recommendation	RAG	Update
1B	Improved planning/refinement of implementation plans, savings and costs and procurement processes prior to execution	Medium	<ul style="list-style-type: none"> • Corporate business planning process has been refined for 2025/26 to ensure more robust proposal development and testing, including finance testing. • For initiatives involving consultancy support, we are progressing procurement plans and have clear timelines in place. • Review of resourcing to support the co-ordination of the central portfolio overview for adults, health and commissioning underway.
3A	All Age Locality Review: Develop detailed proposals, investment plans, alignment with existing governance and monitoring mechanisms.	High	<ul style="list-style-type: none"> • Consultancy support has been commissioned and work is underway with detailed milestone plan in place. The outcomes of this will inform future opportunities and plans. • Clear governance for the project has been established, ensuring robust oversight and accountability.

3.5 The findings and implementation of recommended actions has had a positive impact on the process for the 2025/26 business planning cycle, as the Adults, Health and Commissioning Directorate have embedded the learning and developed more robust processes to support delivery, risk management and governance.

3.6 The Executive Director for Adults, Health and Commissioning will be attending Audits and Account Committee in January 2025 to provide assurance to the Committee regarding the effectiveness of governance arrangements and compliance within the Directorate in line with the Committee's Terms of Reference.

4. Conclusion and reasons for recommendations

4.1 Committee is being asked to scrutinise and comment on the contents of this report.

5. Significant Implications

5.1 Finance Implications

Implementing the findings and recommendations from this internal audit will ensure robust processes and governance supporting effective development of business planning proposals and delivery of associated financial benefits.

5.2 Legal Implications

There are no significant legal implications.

5.3 Risk Implications

There are no significant risk implications, as these have been addressed through implementation of the audit recommendations.

5.4 Equality and Diversity Implications

There are no significant equality and diversity implications.

6. Source Documents

None