

## Appendix A

Follow up 2010/11 audits

Service Area	Current Status
<p><b>Contact and Referral</b> Concerns raised over the level of the backlog in older people assessments.</p>	<p>The numbers of backlogs seem to have reduced but it's difficult to say with any certainty.</p> <p>Compliance re data quality and use of IT system continues to be highlighted as an area of concern.</p> <p>The Service is committed to removing the backlog of assessments by the end of July 2012. Additional staff are currently being recruited.</p>
<p><b>Finance and Benefits Team</b> Problems identified over data quality and processing delays which were causing the team operational difficulties.</p>	<p>Good progress has been made to improve data quality and work is continuing to achieve increased efficiency.</p>
<p><b>Contract Management</b> Significant leadership, capability, value for money and capacity issues identified following an investigation(s).</p>	<p>Work has been undertaken to assess the Councils' skills capacity and capability for managing our contracts well. Report identified actions to improve this area.</p> <p>In relation to Adult Social Care management of contracts - Progress has been made on some of the agreed actions ie to refocus the team tasks, develop a good contract management framework and undertake appraisals.</p> <p>Work in the following areas needs completing:</p> <ul style="list-style-type: none"> <li>■ Development and validation of a fit for purpose contract register and vendor analysis of spend.</li> <li>■ Implementation of the contract management framework based on risk / impact / performance.</li> <li>■ Implement workforce development plan following the completion of all appraisals.</li> <li>■ Performance framework needs to be</li> </ul>

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	<p>embedded.</p> <ul style="list-style-type: none"> <li>■ Data quality and information on all contracts improved eg file structure</li> <li>■ Although accountability for contracts has been clarified the accountability and assurance framework across ASC appears to continue to be an issue.</li> </ul> <p>It was always understood that to address the issues identified in the audit report would be incredibly challenging given the size and nature of problem. It is therefore not unexpected that some of the agreed timescales have slipped.</p> <p>Assurances have been given that key high priority actions will be implemented by the end of June 2012.</p>
<p><b>Resource Allocation System</b> We found compliance issues in the calculation of the resource allocation system. Key areas were:</p> <ul style="list-style-type: none"> <li>■ Data Quality</li> <li>■ Processes not being followed</li> <li>■ Rigour of monitoring the financial position</li> </ul>	<p>Progress has been made to address the recommendations in the report. Some issues are still outstanding:</p> <ul style="list-style-type: none"> <li>■ Quality Assurance and compliance not monitored. We were told that the team has been put in place but have been pulled onto other priorities</li> <li>■ Regular monitoring of the resource allocation system has not been undertaken. The focus has been on the savings agenda. DMT report scheduled for end of March 2012.</li> </ul>
<p><b>Direct Payments</b> Our audit identified areas for improvements on:</p> <ul style="list-style-type: none"> <li>■ Processes</li> <li>■ Completion of financial audit checks. These were not being completed in accordance with policy. In 2009/10 the team checked over 300 cases, meeting the current requirement to check 20%. These checks have</li> </ul>	<p>Our follow up has identified that the following key 'high priority' actions remain outstanding:</p> <ul style="list-style-type: none"> <li>■ Ensuring processes are fit for purpose</li> <li>■ Completion of 'risk based' financial audits (our audit identified £250k where funding had been unspent). This area has also been highlighted as a growing area of fraud by the National Fraud Authority. It has been included in the Councils' Counter Fraud plan for 2012/13.</li> </ul>

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<p>resulted in reclaimed direct payments of over £467,000.</p>	<ul style="list-style-type: none"> <li>■ Performance framework and work plans need revisiting.</li> </ul>
<p><b>Financial Management</b>  We reviewed the effectiveness of financial management in Adult Social Care in light of the projected overspend and the challenging savings agenda.</p> <p>We worked closely with Performance and Programmes during this review.</p> <p>Key areas of improvement were around understanding costs and budgets and making well informed decisions fast enough to make a difference.</p>	<p>Action has been taken to strengthen financial management arrangements and accountabilities. This area remains a challenge to ensure service sustainability and that our money is managed / spent wisely.</p>

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