



# Item No: 6

Meeting Date: Wednesday 24<sup>th</sup> April 2019

## Glasgow City Integration Joint Board Finance, Audit and Scrutiny Committee

Report By: Chief Internal Auditor for the Integration Joint Board

Contact: Duncan Black

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### REVIEW OF GLASGOW CITY IJB PROPERTY STRATEGY

<b>Purpose of Report:</b>	To present to the IJB Finance, Audit and Scrutiny Committee the main findings of the following audit report that was issued recently, together with a summary of action taken: <ul style="list-style-type: none"><li>• Review of IJB Property Strategy</li></ul>
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<b>Background/Engagement:</b>	The review was undertaken as part of the agreed 2018/19 Internal Audit Plan.
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<b>Recommendations:</b>	The IJB Finance, Audit and Scrutiny Committee is asked to: <ul style="list-style-type: none"><li>a) note the content of the report; and</li><li>b) instruct the Chief Internal Auditor to provide follow up reports showing progress towards achievement of the Action Plans arising from audits undertaken.</li></ul>
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#### Relevance to Integration Joint Board Strategic Plan:

To provide assurance on various aspects of the Strategic Plan.

#### Implications for Health and Social Care Partnership:

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	None
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<b>Personnel:</b>	None
<b>Carers:</b>	None
<b>Provider Organisations:</b>	None
<b>Equalities:</b>	None
<b>Fairer Scotland Compliance:</b>	None
<b>Financial:</b>	None
<b>Legal:</b>	None
<b>Economic Impact:</b>	None
<b>Sustainability:</b>	None
<b>Sustainable Procurement and Article 19:</b>	None
<b>Risk Implications:</b>	None
<b>Implications for Glasgow City Council:</b>	The current internal auditors of the Council will continue to report to the Council on operational matters relating to Social Care services.
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	The current internal auditors of the NHSGG&C will continue to report to the NHS Board on operational matters relating to NHS services.



## Glasgow City Integration Joint Board

Property Strategy

Final Report

**Internal Audit**  
March 2019



**Glasgow City Integration Joint Board  
Property Strategy**

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## **Glasgow City Integration Joint Board Property Strategy**

### **1. Introduction**

1.1 As part of the agreed Internal Audit plan we have carried out a review of the Integration Joint Board (IJB) Property Strategy.

1.2 Glasgow City Council (GCC) and NHS Greater Glasgow and Clyde (NHSGGC) collectively own, lease or otherwise utilise a significant number of properties across Glasgow City where health and social care functions are delivered. Following the establishment of the Glasgow City IJB, there was a need to review the approach taken to strategic planning and utilisation of the estate available to the Health and Social Care Partnership (HSCP) to support the aims of integration and delivery of effective, efficient health and social care services in Glasgow. Therefore, whilst the IJB does not own any properties, property strategies developed by GCC and NHSGGC could impact on the delivery of the IJB's strategic plan objectives. A property strategy and associated action plan for 2017-2022 was approved by the IJB Board in September 2017.

1.3 The scope of the audit was to ensure that the Property Strategy and associated Action Plan is being delivered as expected. The scope of the audit included a review of:

- Progress being made against the delivery of the Property Strategy and Action Plan;
- The arrangements in place for monitoring and reporting

progress being made against the Property Strategy and Action Plan;

- The arrangements in place to identify and report any concerns around the delivery of the Property Strategy and Action Plan; and to take corrective action where necessary;
- The processes that are in place to provide the IJB with oversight of the decisions that are being made by GCC and NHSGGC that could impact the delivery of the strategy;
- The decision making structures and governance arrangements around decision making in relation to property;
- The roles and responsibilities in relation to operational property matters;
- The links between the Property Strategy and the Capital Planning Process; and
- The arrangements in place to review and update the Property Strategy and Action Plan.

### **2. Audit Opinion**

2.1 Based on the audit work carried out a reasonable level of assurance can be placed upon the control environment. The audit has identified some scope for improvement in the existing arrangements and one recommendation which management should address.

### **3. Main Findings**

3.1 We are pleased to report that the key controls are in place and generally operating effectively. The Property Strategy

and associated action plan in place sets out the governance, decision making, monitoring, and reporting arrangements that should be followed. Work is currently ongoing to refresh the Property Strategy and this is being undertaken in line with the expected timescales set out in the Property Strategy Action Plan, and an IJB Property Board has been established which has responsibility for ensuring the delivery of the Property Strategy objectives. The financial governance of all matters relating to property continues to be through the existing governance and capital planning arrangements of GCC and NHSGGC (acting under direction from the IJB). A HSCP Capital Board has been established and this provides a link between the capital planning processes in place within the partner organisations of GCC and NHSGGC and the Property Strategy, and provides a forum for identifying and reporting project delays which may have an impact on the delivery of the IJB Property Strategy.

3.2 However we also identified an area for improvement. The Property Strategy requires that an annual update on progress should be reported to the IJB Finance, Audit and Scrutiny Committee (FASC). This is expected to be presented to the IJB FASC in April 2019 as part of the reporting of the updated Property Strategy. However, future reporting arrangements have yet to be formally agreed and put in place.

3.3 An action plan is provided at section four outlining our observations, risks and recommendation. We have made one recommendation for improvement. The priority of the recommendation is:

Priority	Definition	Total
High	Key controls absent, not being operated as designed or could be improved. Urgent attention required.	0
Medium	Less critically important controls absent, not being operated as designed or could be improved.	1
Low	Lower level controls absent, not being operated as designed or could be improved.	0

3.4 The audit has been undertaken in accordance with the Public Sector Internal Audit Standards.

3.5 We would like to thank officers involved in this audit for their cooperation and assistance.

3.6 It is recommended that the Head of Audit and Inspection submits a further report to the IJB Finance, Audit and Scrutiny Committee on the implementation of the action contained in the attached Action Plan.

#### 4. Action Plan

**Title of the Audit:** Glasgow City Integration Joint Board – Property Strategy

No.	Observation and Risk	Recommendation	Priority	Management Response
<b>Key Control:</b> Arrangements are in place for the monitoring and reporting of progress being achieved against the Property Strategy				
1	<p>The Property Strategy states that an annual update on progress should be reported to the IJB FASC. Although we found that arrangements are in place to monitor and report progress through the IJB Property Board, no updates had been provided to the IJB FASC or IJB Board at the time of the audit. A progress update on the implementation of the Property Strategy is expected to be presented to the IJB Board in May 2019 as part of the refresh of the property strategy that is currently underway, however, future reporting arrangements, including those in relation to the reporting of issues identified, have still to be formally agreed and put in place.</p> <p>This increases the risk that reporting arrangements are not clearly understood or followed.</p>	<p>Management should formally agree the reporting arrangements in relation to the delivery of the Property Strategy.</p>	<p><b>Medium</b></p>	<p><b>Response:</b></p> <p>Agreed. The IJB will be provided with annual updates on the implementation of the Property Strategy</p> <p><b>Officer Responsible for Implementation:</b></p> <p>Head of Finance</p> <p><b>Timescale for Implementation:</b></p> <p>May 2019</p>