CONFIRMED MINUTE OF THE FINANCE, PERFORMANCE & SCRUTINY COMMITTEE
WEDNESDAY 14TH JANUARY 2026 AT 10.00 AM VIA MICROSOFT TEAMS

Present:	John Kemp, NHS Non-Executive Board Member (Chair) Alistair Morris, Cllr Dave Dempsey
Attending:	Lynne Garvey, Director of Health & Social Care Tracy Hogg, Chief Finance Officer Caroline Cherry, Principal Social Work Officer Vanessa Salmond, Head of Strategic Planning & Performance Chris Conroy, Head of Integrated Community Care Service Karen Marwick, Head of Complex & Critical Care Lisa Cooper, Head of Primary & Preventative Services Avril Sweeney, Manager, Risk Compliance Gillian McNab, Management Support Officer (Minutes)
Apologies for Absence:	Cllr David Alexander Roy Lawrence, Head of Culture, Engagement & Communities

No.	Item	ACTION
1.	**WELCOME AND APOLOGIES** John Kemp welcomed everyone to the meeting. Apologies were noted as above, and all were reminded of meeting protocols. Those present were asked that, in an effort to keep to timings, all questions and responses should be as succinct as possible. Members were advised that a recording pen would be in use during the meeting to assist with minute taking.	
2.	**DECLARATIONS OF INTEREST** No declarations of interest were noted.	
3.	**MINUTE OF PREVIOUS MEETING – 12th NOVEMBER 2025** The minutes of the last meeting were agreed as an accurate record of discussion.	

4.	**MATTERS ARISING / ACTION LOG** The action log was reviewed. All actions noted have been actioned and are either complete or in progress.	
5.	**FINANCE**	
5.1	**Finance Update** Tracy Hogg, Chief Finance Officer presented the Finance paper detailing the financial position as at Month 8 is a projected overspend of £8.6m which is a £1.7 movement from the last projection that came to committee. It was noted that this remains around 1% of the total budget. The key areas of overspend include £5.4m which relates to the non-achievement of savings. Other areas making up the overspend include Primary Medical Services (£0.6m), Mental Health & Psychology (£4.5m), Adult Services (£0.6m), Care of the Elderly (£1.1m), Care at Home (£1.6m), External Nursing & Residential Care (£0.8m), Occupational Therapy (£0.7m), Older People Residential internal (£0.7M) and Service Level Agreements (£3.0m). Committee noted these overspends are partially offset by underspends in Primary and Preventative Care (£1.8m), Supported Living (£4.2m), Community Support (£1.8m), Learning Disabilities (£0.950m), and Reserves (1.8m). These underspends are mainly due to vacant posts and management actions taken to reduce the overspend position. Committee also noted the movement from month 6 position is a £1.7m adverse movement. There has been a favourable movement across Primary & Preventative Care of nearly £0.7m. Complex and Critical Care services has a favourable movement of £0.358 due to management actions. It was highlighted that section 5.1 of the report states the figure has a movement of £0.9m for Care at Home, this was reduced to £0.267m per the table, due to additional Scottish Government funding. There is a reduction in the management actions reported and this relates to the removal of the management action relating to repatriating clients back to Fife and a reduction in the potential management action on bank and agency staff. Tracy Hogg highlighted the current £29m package of savings. Partial non-delivered savings relate to Transport, Out of Area Care Packages, Mental Health re-design and Transforming Overnight Care but there is some confidence that these can be delivered in full next year. There is £6m of non-delivery however there is a projected over delivery of £0.876m for Medicine Efficiencies. We have continued on the trajectory we've reported of 82% delivery. Tracy Hogg also highlighted that the reserve balance remaining is £1.5m. This was £1.7m opening balance. £0.2m has been drawn down for housing for aids and adaptations. The remaining £1.5m is mainly held Community Alarms moving from Digital to Analogue and Mental Health. The discussion was opened to Committee members and considerable discussion was held around the budget and financial position. Questions raised included is there a formal recovery plan, does the year-end overspend take everything into account, where do the	

	numbers on NHS direction (pg. 26) come from, how are they what they are and are we anticipating these actions will reduce the deficit? <u>Decision</u> The Committee 1. Noted the content of the report including the overall projected financial position for delegated services for 2025-26 financial year as at November 2025 as outlined in Appendices 1-4 of the report. 2. Noted that steps continue to be taken by Officers to consider options and opportunities to improve the financial position during the remainder of 2025-26. 3. Noted the onward submission to the IJB of the financial monitoring position as at November 2025 and the onward submission of the Direction to NHS & FC for approval by IJB	
5.2	**FP&S Risk Register Deep Dive Review** Avril Sweeney, Risk Compliance Manager presented the report for assurance and discussion. It was noted that as part of the framework it was agreed that each risk on the Strategic Risk Register would be assigned to one or both governance committees and advised that Finance is only assigned to this Committee. Avril Sweeney advised committee the purpose of the deep dive risk review is for members gain assurance that risks are being effectively managed within the IJB's agreed risk appetite and at the appropriate tolerance levels. The Deep Dive Risk Review is shown at Appx. 1 setting out the risk description and the risk scoring. This also highlights external and internal factors that may impact on this risk and notes relevant assurances, provided performance measures, benefits and linked risks. Appx 2 is a question set to help members with their scrutiny of the risk and a risk matrix has also been provided at Appx. 3, which allows members to see relevant descriptors for each level of risk. The key mitigations are the regular tripartite meetings with partners, regular reporting to IJB and Committees and regular monitoring of transformation programmes, budget spent and savings. This includes the regular monitoring of an escalation tool for volatile areas of spend. Committee noted the confidence in a reasonable level of assurance that work is ongoing to support management on this risk. Smart actions are on track and external auditors at the last annual audit report highlighted the challenges faced by the IJB and noted that the IJB working alongside partner bodies continues to demonstrate good collaboration and partnership working to tackle the financial and demand driven challenges within the system. It was also noted the IJB has a good focus on achieving its saving targets in the medium to longer term through the establishment of the progress update report. The Chair opened this up to Committee members for discussion and comment. Questions raised included ensuring Smart actions meet the SMART criteria, determining how we can be assured that the process is appropriately vigorous, whether the wording of the risk needs to be reviewed, whether we should only be recording risks where we have an	

	element of control and the extent to which the risk register forces us to look at services & resources required to provide the service? <u>Decision</u> The Committee 1. Are assured on the level of assurance provided on the management of this risk. 2. discussed the deep dive risk review and provide any comments or suggestions for improvement.	
6.	**PERFORMANCE**	
6.1	**Performance Report** Vanessa Salmond, Head of Strategic Planning & Performance presented the report for assurance. Committee noted this was a new approach to monitoring performance, improvements, good practice across services and understanding how they are interlinked. It is a very detailed report and is a departure from what members have seen before. Vanessa Salmond provided background on the approach taken and advised that the performance team gathered the information together looking at the narrative available from systems records but also working closely with operational managers to understand the cause and effect that drives indicators. This is an evolving process, and the team are working in a practical sense to ensure we are recording the correct things for the correct purposes. Vanessa Salmond acknowledged there may be some concerns around the format and content of the report and advised that an IJB Development session will be scheduled in February for a deeper dive into this report to aid understanding on the approach, rational and output. The discussion was opened to Committee members. Questions raised included on page 53 there is a recommendation to Escalate an Indicator – what difference does escalate and indicator make, what needs focused on and what do we need to know on Appx 1? <u>Decision</u> The Committee 1. Are moderately assured regarding progress of key HSCP performance metrics. 2. Discussed content of the December SLT Performance Report	
6.2	**Monitoring Progress of Directions** Vanessa Salmond, Head of Strategic Planning & Performance presented the report to provide and update on the current status of open directions and directions that have been issued since the last monitoring report. Committees' attention was drawn to the directions that are at risk which include Revenue Budget and Overspend. In terms of the monitoring of directions, work is still being carried out closely with partners and	

	feedback will be given in the future to provide an update of where we are in relation to delivery of these directions. Committee also noted the report is also travelling through partner governance routes before being presented to IJB. Vanessa Salmond, Tracy Hogg and Cllr Dave Dempsey to meet offline to discuss further. The Chair opened this up to Committee members for discussion and comment. Questions raised included should an overspend feature here and did the money get spent in the areas it was meant to get spent on? <u>Decision</u> The Committee 1. Support the onward submission of this progress report to the IJB. 2. Are assured that appropriate governance arrangements are being advanced as per the requirements of the Integration Scheme.	
7.	**SCRUTINY**	
7.1	**Digital Strategies** Tracy Hogg, Chief Finance Officer provided a year one report update on the Digital Strategy and provides assurance on the progress made in the first year of the three-year strategy. The focus has been on building the digital foundation needed to modernise care. Tracy Hogg highlighted the key points which include Wi-Fi is now enabled in all Council care homes, NearMe virtual consultations continue to grow in numbers, the NHS re-designed website for improved access to information and the Digital first approach review supporting transforming care programme is also in place. Committee noted that a digital oversight board has been put in place to ensure strong governance and to steer and prioritise our digital workspace. The report sets out progress made, areas where delays have been experiences and how we will inform on the development of our 2026 Digital Action Plan. The report also highlights any emergent opportunities. Committee noted that overall year one show steady collaborative process and positions for further transformation in 2026. The discussion was opened to Committee members and considerable discussion was held around the Digital Strategy Report and the format of the appendix. Questions raised include what the background on the digital plan was, what the driver for a particular initiative was and in what context was it made, what is the objective of this, what will the impact be of making this easier/quicker and more productive, what basis do we have for approving the recommendations and what extent should our strategy be going alongside national development? <u>Decision</u> The Committee 1. Noted the HSCP Digital Strategy Year 1 Report.	

	2. Are moderately assured of the HSCP Digital Strategy Year 1 Delivery Plan progress.	
8.	**ITEMS FOR HIGHLIGHTING** John Kemp confirmed with the Committee that there were no issues requiring to be highlighted at the Integration Joint Board.	
9.	**AOCB** None	
10.	**DATE OF NEXT MEETING** Wednesday 11th March 2026 at 10.00 am via MS Teams	