Glasgow City Integration Joint Board
Finance, Audit and Scrutiny Committee

IJB-FASC (M) 10-06-2026

Minutes of a hybrid meeting held at 9.30am on Wednesday 10th June 2026.

Present:

Voting Members	Martin Cawley	NHSGG&C Board Member
	Cllr Chris Cunningham	Councillor, Glasgow City Council
	Graham Haddock OBE	NHSGG&C Board Member (Chair)
	Ketki Miles	NHSGG&C Board Member
	Cllr Jon Molyneux	Councillor, Glasgow City Council (Vice Chair)
Non-Voting Members	Duncan Black	Depute Chief Officer, Finance & Resources
	David Reilly	Independent Sector Representative
In Attendance:	Jennifer Butler	Head of Service, Justice Social Work & Prison Health
	Amanda Clarke	Assistant Chief Officer, Finance
	Geraldine Collier	Assistant Chief Officer, Human Resources
	Craig Cowan	Head of Business Development / Standards Officer
	Lorraine Cribbin	Interim Chief Nurse
	David Fernie	Principal Officer, Commissioning Development
	Kelda Gaffney	Depute Chief Officer, Operations & Governance / Chief Social Work Officer
	Duncan Goldie	Planning and Performance Manager
	Julie Kirkland	Senior Officer, Governance Support
	Claire Maclachlan	Governance Support Officer (minutes)
	Jim McBride	Head of Adult Services (Homelessness and Complex Needs)
	Nikki McColl	Senior Audit Manager, Internal Audit
	Gordon McKay	Business Development Manager
	Grace Scanlin	Ernst & Young (External Auditor)
	Lynsey Smith	Assistant Chief Officer, Operations & Governance
	Pat Togher	Chief Officer

ACTION

1. Declarations of Interest

There were no declarations of interest.

2. Apologies for Absence

There were no apologies for absence.

3. Minutes

The minutes of 15th April 2026 were approved as an accurate record.

ACTION

4. Matters Arising

There were no matters arising.

5. Rolling Action List

Craig Cowan presented the Rolling Action List advising of the following.

Action Ref No. 91 – Internal Audit – High-Cost Care Arrangements – Members sought clarification on the overall number of high-cost care packages, including whether these were evenly distributed across care groups and how many related to out-of-authority placements. Officers updated that this information was circulated to Members on 4th June 2026 and further work will be undertaken to clarify the definition of high-cost care packages, bandings of value, and an update on work happening at a national level in this area, with a report back to the Committee in September 2026.

Action Ref No. 92 – HSCP Performance Report Q3 2025-26 – Within Adult Mental Health Psychological Therapies, Members noted the decline for South and North West, particularly that North West is disproportionately affected by reduced clinical capacity and questioned how quickly these issues will be resolved. Officers confirmed that the information is being collated and will be circulated as soon as available.

Action Ref No. 93 – HSCP Performance Report Q3 2025-26 – Subject Access Requests – Officers updated that the report to Council FASC was circulated to Members on 15th April 2026 and a report will be discussed under item 17 today.

6. Internal Audit Assurance Report – STEP Forward (Phase One)

Nikki McColl presented a report with details of the internal audit work undertaken in relation to STEP Forward (Phase one).

Auditors highlighted that phase one of the audit focused on a review of the governance arrangements that have been established to date, acknowledging that the programme is still in the early stages of development and that processes are continuing to develop and be refined as the programme progresses and lessons are learned. Further reviews of the STEP Forward Service Prioritisation Programme are included in the Internal Audit Plan in 2026-27.

Based on the audit work carried out a reasonable level of assurance can be placed upon the control environment. The audit identified some scope for improvement in the existing arrangements with five recommendations and one service improvement which management should address. All recommendations have been accepted by management.

ACTION

Members noted that they were reassured by the audit and found the report helpful.

Members sought clarity on the scope and focus of subsequent phases of the audit. Auditors advised that section 3 of the report highlights some areas for review going forward and indicated the potential to extend this work across the full three-year period of the programme, with agreement from management. The next phase will look at the evaluation process and control environment. It was agreed that the Terms of Reference (TOR) would be circulated once finalised. — Auditors

The IJB Finance, Audit and Scrutiny Committee:

a) **Noted the contents of the report.**

7. Internal Audit – Follow-Up Report

Nikki McColl presented a report updating on the implementation of previously agreed recommendations.

The IJB Finance, Audit and Scrutiny Committee:

a) **Noted the updated position in relation to outstanding recommendations, and**
b) **Noted that the Chief Internal Auditor will submit further reports on the status of the outstanding recommendation.**

8. Internal Audit – Update Report

Nikki McColl presented a report with details of the Internal Audit work undertaken at Glasgow City Council and NHS Greater Glasgow and Clyde that may have an impact upon the Glasgow City IJB.

The IJB Finance, Audit and Scrutiny Committee:

a) **Noted the contents of the report.**

9. Chief Internal Auditor's Annual Report 2025-26

Nikki McColl presented the Chief Internal Auditor's Annual Report for 2025-26.

During 2025-26 fieldwork for the following assurance reviews were completed:
• Governance Arrangements
• STEP Forward (service prioritisation)
• High-Cost Care Packages

	ACTION
The fieldwork relating to the review of Governance Arrangements was complete at the year end, with work ongoing to finalise the audit report for presentation to FASC in September.	
Auditors highlighted that the 2021-22 Annual Governance Statement included the unsatisfactory audit opinion relating to ICT security and service delivered via the Council's provider. The improvements required were outwith the control of the HSCP and were being progressed by the Council through an agreed action plan. Whilst a number of higher risk areas are now mostly mitigated, there are other areas where management remediation is still ongoing. Therefore, the Council Group, including Social Work Services, remained exposed to risk in this area during 2025-26. The Council's Digital Services team will continue working with the various service providers and Council Services and ALEOs under the new Multi-Source Strategy to mitigate these risks as much as possible during 2026-27.	
It is the Chief Internal Auditor's opinion that reasonable assurance can be placed upon the control environment which operated during 2025-26 within the IJB.	
Members expressed concern in relation to service delivery issues with the Council's ICT provider and the operational impact on with some applications used in Social Work Services. Officers confirmed that the ICT Digital Board is seeking a resolution to these issues as a matter of urgency and agreed to provide an update on these matters at the next meeting.	Officers
The IJB Finance, Audit and Scrutiny Committee:	
a) Noted the contents of the report.	
10. Outturn Report 2025-26	
Amanda Clarke presented a report providing a high-level overview of the Integration Joint Board's (IJB) draft outturn position for 2025-26, and sought approval for the transfer of funds to reserves to allow completion of the IJB's accounts by the statutory deadline of 30th September 2026.	
Officers confirmed the IJB closed with an operational underspend of £0.579m. In closing the accounts, the IJB is required to decide how it wishes to treat the operational underspend within the accounts. The report recommends this underspend of £0.579m is taken to General Reserve alongside the planned budget smoothing underspend. If approved this will result in a General Reserve of £33.108m. Officers also recommended the earmarking of £22.779m to enable local and national priorities to be delivered in future financial years.	
Members welcomed the contribution to reserves but noted the continuing financial pressures, particularly in relation to homelessness, and questioned what more can be done.	

ACTION

Officers confirmed that the financial outlook already reflects these pressures, alongside ongoing mitigation measures, with operational responses actively being explored. The Integration Transformation Board is the key governance board which monitors budget savings approved each year and delivery of those. The STEP Forward reviews will feed into that and monitor the overall position.

Clarification was sought from Members on the outlook for unscheduled care over the coming year. Officers advised that a late award letter for unscheduled care funding had been received and will be presented to the IJB, outlining proposals to support activity over the next two years, however, this funding is time-limited and consideration will be required regarding how to sustain and resource these services beyond the funding, acknowledging that such allocations are frequently provided on a non-recurring basis.

Members noted the benefits realised from prescribing cost reductions but expressed concern that this may be contrary to historical trends, where prescribing has typically been a pressure area, and sought assurance that Officers are aware of and actively monitoring wider factors that may influence prescribing trends and associated budget impacts. Officers confirmed that prescribing is subject to regular review in collaboration with Health Board colleagues, with current trends remaining stable, and assured Members that this area will continue to be closely monitored.

Members thanked the team for their work to get the IJB to this budget position.

The IJB Finance, Audit and Scrutiny Committee:

a) **Noted the contents of this report;**
b) **Approved the transfer of £8.250m to General Reserves, in line with the budget smoothing strategy approved as part of the 2025-26 budget;**
c) **Approved the transfer of the operational underspend of £0.579m to General Reserves; and**
d) **Approved the transfer of £22.779m to Earmarked Reserves as outlined in paragraph 5.5 for consideration by the IJB.**

11. Unaudited Annual Accounts

Amanda Clarke presented the Unaudited Annual Accounts for the year ended 31st March 2026.

The regulations require that the unaudited accounts are submitted to the auditor no later than 30th June immediately following the financial year to which they relate. In line with best practice, the Finance, Audit and Scrutiny Committee are being asked to consider the unaudited accounts prior to submission to the external auditor.

ACTION

The IJB Finance, Audit and Scrutiny Committee:

a) **Noted the IJB's Unaudited 2025-26 Annual Accounts;**
b) **Approved the submission of the Unaudited 2025-26 Accounts to the external auditor; and**
c) **Noted the timetable for the sign-off the 2025-26 Annual Accounts in Appendix 1.**

12. HSCP Performance Report Q4 2025-26

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 4 of 2025-26.

At Q4, 54.0% of indicators were Green; 42.5% Red; and 3.5% Amber. The indicators which are Red are summarised in the report, with those which have been Red for two or more successive quarters marked in bold. There has been a change in RAG status for 11 indicators since the last report. Of these, performance improved for 3 and declined for 8.

Members considered each of the exceptions within the report where the indicators have been Red for more than two successive quarters.

Members sought assurance that Green rated performance, particularly in Health Improvement, is not hiding possible concerns in areas of deprivation. Officers advised that performance is considered through a lens of deprivation and poverty and confirmed that a dedicated deep dive into health improvement performance is scheduled for a future meeting. Officers agreed that they would consider how best to reflect a deprivation lens on green areas of performance going forward.

The Chair queried the timeline for implementing changes to the performance management approach currently under review. Officers advised that changes are already underway, with an initial round of Performance Oversight Boards meetings taking place and clear expectations communicated on deadlines . Targeted engagement is taking place with Assistant Chief Officers (ACOs) on specific areas of concern, alongside a broader focus on identifying and addressing cross-cutting issues to drive improvement. Officers confirmed that work is ongoing to enhance the depth and clarity of reporting narratives presented to the Committee, and these developments are being progressed in tandem with the wider review of governance arrangements.

The IJB Finance, Audit and Scrutiny Committee:

a) **Noted the performance report;**
b) **Considered the exceptions highlighted in section 4.5 of the report; and**
c) **Reviewed and discussed performance with the Strategic Lead for Homelessness Services, Justice Social Work and Prison Healthcare (at Item 13).**

ACTION

13. Performance Presentations

Homelessness Services

Lynsey Smith and Jim McBride delivered a presentation on Homelessness Services performance. The presentation is available on the Glasgow City HSCP website.

Members thanked Officers for the work undertaken, noting that given the scale of the housing challenge, all initiatives must be explored as each contributes some benefit. However, they highlighted key drivers, including the number of new homes and new applications, are not aligned, and even significant increases in housing supply would not be sufficient to meet demand. Members emphasised the need to address wider systemic pressures, particularly demand originating from outside the city, and stressed that this is a national issue requiring a coordinated response at Scottish Government level.

Members further noted the multi-layered nature of the challenges, including rising demand and changing household sizes, and queried whether the number of new Housing First tenancies remains below target due to reduced staffing or limited housing availability. They also encouraged further promotion of the Housing Explorer tool to support early intervention. Officers advised that Housing First pressures reflect both staffing and referral levels, although recent staff returns have been positive. While engagement from Registered Social Landlords (RSLs) remains limited, there has been some recent encouragement, and notably there have been no evictions from Housing First tenancies, indicating strong sustainability outcomes. Officers noted that there is a level of confidence in the sector, supported by positive performance in housing support services and the established Wayfinder model, and confirmed that Housing Explorer has been instrumental since its inception.

Members highlighted the significant number of legal challenges, FOIs, Member Liaison Unit (MLU) and press enquiries which are significantly impacting on staff resources and queried whether improvements could be made to the handling of MLU enquiries, suggesting a more coordinated approach across the HSCP, including learning from good practice elsewhere, while recognising the need to avoid excessive administrative burden. Officers advised that the principal challenge remains the high volume of enquiries, including judicial reviews, although additional support from business support colleagues and ongoing collaboration with legal services have been beneficial. Work is continuing to refine processes, with regular engagement across teams to ensure consistency. Officers advised that many MLU enquiries relate to specific households, or new referrals so require an individual response. Training for Elected Members on referral routes and processes to assist them in signposting to constituents may help to manage demand and that offer is available via Health and Social Care Connect.

ACTION

Justice Social Work

Lynsey Smith and Jennifer Butler delivered a presentation on Justice Social Work performance. The presentation is available on the Glasgow City HSCP website.

Members questioned whether the study of health needs within custody settings provided any data on whether it helps to promote their perception of health care provision on release. Officers clarified that the study focused primarily on the remand population, with any implementation plans centred on this cohort, while expressing an interest in further exploration. As part of ongoing prison health agenda work, there is a need to strengthen pathways from custody to community, with further updates anticipated over the next 12 months and continued efforts to improve services within NHS GG&C. Officers highlighted evidence of a significant drop-off in engagement with health services following release from prison, underlining the importance of maximising harm reduction and treatment interventions during custody. The risks associated with release, including a heightened incidence of drug-related harm due to disengagement from treatment, were acknowledged, with confirmation that current work programmes will take account of these factors for this population group.

Prison Healthcare

Lynsey Smith and Jennifer Butler delivered a presentation on Prison Healthcare performance. The presentation is available on the Glasgow City HSCP website.

Officers highlighted that The Lilias team were runners up in the Royal College of Nursing (RCN) Scotland Nurse of the Year Awards in the Mental Health Nursing award. The Lilias Centre houses low supervision women and young people.

14. Attendance Management

Geraldine Collier presented a report providing an overview of the key HR metrics relating to Attendance Management covering Q3/4 October 2025 – March 2026 as well as performance, notable key issues, and the implications for Glasgow City HSCP. The report reflects the revised biannual reporting approach, covering two consecutive quarters within a single reporting period

Absence levels across Social Work and Health present a mixed position across Quarter 3/4 2025-26 (October 2025 – March 2026). While earlier improvements were evident, the current reporting period indicates the need for a continuing focus on targeted local action plans and early intervention.

ACTION

Members highlighted the figures broken down by care group and questioned the absence levels for back office functions and the possible reason for this. Officers agreed to look into this in more detail.

The IJB Finance, Audit and Scrutiny Committee:

a) Noted the findings within the report and the data included; and
b) Noted the actions to improve the current position.

15. Health and Care (Staffing) (Scotland) Act 2019 Reporting Duty

Amanda Clarke presented the annual report for 2025-2026 on purchased social care required under the Health and Care (Staffing) (Scotland) Act 2019.

The IJB Finance, Audit and Scrutiny Committee:

a) Noted the contents of the report; and
b) Approved the report at Appendix 1 for submission to the Scottish Government and publishing on the HSCP's website.

16. Clinical and Professional Quarterly Assurance Statement

Kelda Gaffney presented the quarterly clinical and professional assurance statement for the period 1st January 2026 – 31st March 2026.

The Chief Social Work Officer (CSWO) highlighted that during quarter 4 there were 13 inspections undertaken by the Care Inspectorate, which were all unannounced and of the reports received, all inspections scored 4 or higher, a few scored 6 which is exceptional. No recommendations or requirements were received following inspections to Children's Services; Older People Residential Care Homes; and the South HSCP Community Support Service. The CSWO noted thanks to all the teams for their hard work.

Progress in closing Significant Adverse Event Reviews (SAERs) was highlighted with the report noting 22 closed in the quarter and 45 outstanding. Officers confirmed that the total outstanding has now reduced to 8.

The CSWO provided an update following the publication of the Family C Learning Review, noting the identification of five national and several local improvement strategies. It was highlighted that a number of findings have direct relevance for the HSCP, with recurring themes relating to child protection forums and governance arrangements. The CSWO advised that these areas will be considered further, with a more detailed update to be included in the next quarterly assurance report.

Members sought clarification on the oversight role of the FASC in relation to the Family C Learning Review, specifically whether there would be direct oversight of actions relevant to the HSCP and queried the reporting and accountability arrangements for the Child Protection Committee (CPC),

ACTION

including whether it reports to Glasgow City Council. Officers advised that the improvement action plan will be reported through the CPC and FASC will receive updates on the learning review via the Clinical and Professional Quarterly Assurance Report. Both the CPC and Adult Protection Committee (APC) report to the Chief Officer Group, which is a multi-agency group chaired by the Glasgow City Council Chief Executive, which subsequently reports at a national level.

The Chair queried the progress of the Thistle model, noting it has been operational for over a year and there is potential for replication across other IJBs. The Chair also noted concerns regarding misinformation in the media and sought clarification on the timeline for the external evaluation being undertaken. Officers advised that the evaluation is being undertaken by 3 Universities and the full results will not be published before March 2027, aligning with the end of the funding period, although a midpoint review is planned. Oversight is provided through the SDCF Oversight Board, which reports on progress. Engagement is underway with Edinburgh Alcohol and Drug Partnership (ADP) to support their planning for a Safer Drug Consumption Facility. Officers agreed that some media reporting has been inaccurate, despite ongoing positive feedback from partners on the reduction of drug related litter. Glasgow City ADP has its own social media and counteracts inaccurate reporting with myth busters.

The IJB Finance, Audit and Scrutiny Committee:

a) Considered and noted the report.

17. Subject Access Requests Assurance

Craig Cowan presented a report providing an update on activity to address a backlog of Subject Access Requests (SARs) and the connection with ongoing issues related to improvement in Key Performance Indicators (KPIs) reported to the Committee as part of the quarterly performance report.

Officers highlighted the challenges being faced in relation to processing SARs, noting the HSCP is facing an ever-increasing number of SARs and, despite a significant increase in staffing since 2018, are struggling to clear the current backlog. One factor in the recent increase in new SARs is that several English legal firms have been making what are perceived to be speculative SARs requests, with one firm submitted 34 SARs in one week. National changes to the requirement to request a SAR to access the Redress Programme might start to mitigate against the current pressures. A short chronology of care experience will satisfy this requirement and has already resulted in the withdrawal of some SAR requests. The team hopes to clear 72 SARs per month more than it receives with the aim to clear the backlog by March 2027. However, this is heavily dependent on a stabilisation of requests being received.

ACTION

Members welcomed the informative data presented and queried potential solutions to address the backlog, including whether IT or digital solutions could be adopted, and sought clarification on the role and oversight of the Information Commissioner's Office (ICO), including whether this was impacting progress. Officers advised that an AI solution had been trialled for a 12-month period to support redaction and partial automation, as suggested by the ICO; however, it did not deliver the anticipated efficiencies and was ultimately discontinued, although they remain open to future technological solutions. Officers confirmed that the ICO has a strong interest in progress and receives regular updates, with constructive engagement to date. While previous projections indicated the backlog could be cleared by March 2027, increasing demand has impacted this trajectory. Officers noted a level of confidence in ongoing progress but highlighted inherent risks due to demand beyond their control, and uncertainty regarding potential ICO actions should targets not be met.

The Chair requested clarification on when a further update would be presented to the Committee. Officers advised that a report is scheduled to be presented to the relevant Glasgow City Council Committee in August and suggested that key metrics from this report could be incorporated as an appendix to the quarterly performance report to provide ongoing updates to FASC. Members agreed to this proposal.

Members thanked the team for all their work in this area.

The IJB Finance, Audit and Scrutiny Committee:

a) **Noted the contents of the report;**
b) **Noted the steps which have been taken to reduce the backlog of Subject Access Requests and the data gathered to support activity; and**
c) **Considered how progress is to be shared with the Committee moving forward, including consideration of data to be provided as part of the quarterly performance report.**

18. IJB Risk Policy and Strategy Review – Short Life Working Group: Update

Craig Cowan presented a report updating on the work of the Short Life Working Group (SLWG) established to review and refresh the IJB's Risk Management Policy and Strategy.

Officers advised that the draft revised content has been developed and is now approaching readiness for wider consultation with the IJB and consideration by this Committee ahead of formal IJB approval in September 2026.

	ACTION
The IJB Finance, Audit and Scrutiny Committee:	
a) Noted the progress made by the Risk Management Policy and Strategy Short Life Working Group; **b) Noted the risk category options considered and approved the recommendation to adopt Option B (Mapped Alignment Model); and** **c) Noted the key areas of change being developed as part of the revised Risk Management Policy and Strategy.**	
19. Risk Management Quarterly Update – Q4 2025-26	
Craig Cowan presented a report informing on the status of the IJB's risk register at the end of Quarter 4 (2025-26) and highlight key operational risks being managed in the Glasgow City Health and Social Care Partnership. The report covers the review carried out in respect of the IJB risk register during Quarter 4 (1 January 2026 to 31 March 2026).	
The Chair questioned when the new approach to reporting risk management is scheduled for review by FASC. Officers advised that they would confirm the timing and ensure it is brought back for consideration.	Officers
The IJB Finance, Audit and Scrutiny Committee:	
a) Noted the contents of the report; and **b) Noted the risks on the IJB Risk Register as at the end of Quarter 4 2025-26 (Appendix 1).**	
20. Next Meeting	
The next meeting was noted as Wednesday 9th September 2026 at 9.30am.	