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

**IJB-FASC (M) 11-06-2025**

Minutes of a hybrid meeting held at 9.30am on Wednesday 11<sup>th</sup> June 2025.

**Present:**

**Voting Members**

Brian Auld	NHSGG&C Board Member
Cllr Chris Cunningham	Councillor, Glasgow City Council
Graham Haddock OBE	NHSGG&C Board Member (Chair)
Bailie Ann Jenkins	Councillor, Glasgow City Council (Vice Chair)
Cllr Jon Molyneux	Councillor, Glasgow City Council
Paul Ryan	NHSGG&C Board Member

**Non-Voting Members**

Duncan Black	Chief Officer, Finance & Resources
Margaret Hogg	Interim Chief Officer, Finance & Resources
David Reilly	Independent Sector Representative

**In Attendance:**

Steven Blair	Business Development Manager
Natasha Conn	Service Manager, Adult Support and Protection
Craig Cowan	Head of Business Development / Standards Officer
Gary Dover	Assistant Chief Officer, Primary Care & Early Intervention
Kelda Gaffney	Interim Assistant Chief Officer, Adult Services & Interim Chief Social Work Officer
Duncan Goldie	Planning and Performance Manager
Gillian Hennon	Interim Assistant Chief Officer, Finance
Tracy Keenan	Assistant Chief Officer, HR
Julie Kirkland	Senior Officer, Governance Support
Rachel Mackay	Commissioning Development Manager
Claire Maclachlan	Governance Support Officer (minutes)
Jim McBride	Head of Adult Services, Homelessness & Complex Needs
Nikki McColl	Senior Audit Manager, Internal Audit
Gordon McKay	Business Development Manager
Grace Scanlin	External Auditor (Ernst & Young)

**Apologies:**

Jillian Campbell	Chief Internal Auditor
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**ACTION**

**1. Declarations of Interest**

There were no declarations of interest.

**2. Apologies for Absence**

Apologies for absence are noted above.

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**3. Minutes**

The minutes of 16<sup>th</sup> April 2025 were approved as an accurate record.

**4. Matters Arising**

Members highlighted the actions noted within the minute and questioned what determines when an action is added to the Rolling Action List (RAL) and how the Committee are informed of actions that are due.

Following discussion on the rationale for items being added to the RAL, Officers agreed to reflect on the comments to ensure an audit trail of actions going forward.

**5. Rolling Action List**

Steven Blair presented the Rolling Action List advising that the undernoted action is now closed.

Action Ref No. 82 – Risk Management Quarterly Update – Officers agreed to consider the wording of the risk in relation to The Thistle. The risk management quarterly update presented today reflects any revisions.

**6. Global Internal Audit Standards Update and Internal Audit Charter – Gap Analysis**

Nikki McColl presented a report providing an update regarding the progress made to ensuring compliance with the new Global Internal Audit Standards (GIAS) in the UK Public Sector.

**The IJB Finance, Audit and Scrutiny Committee:**

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

**7. Internal Audit Update (1 December 2024 – 31 May 2025)**

Nikki McColl presented a report detailing the Internal Audit work undertaken at Glasgow City Council and NHS Greater Glasgow and Clyde that may have an impact upon the Glasgow City Integration Joint Board.

Members requested more detail on the bespoke opinion with regards to the audit on Credit Balance Controls. Auditors advised that, based on the work carried out, they found no evidence of fraud or fraudulent activities within the scope of the review. The controls in place appear to be generally effective in mitigating significant risks related to fraud, however, they have identified certain areas where enhancements could strengthen the existing control framework.

Members highlighted some cases that are not the responsibility of Social Work Services (SWS) and questioned who is responsible. Auditors confirmed there can be broad actions which cover a number of services in the Council, including SWS, but they are not in the gift of SWS to implement the specific action.

**The IJB Finance, Audit and Scrutiny Committee:**

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

**8. Chief Internal Auditors Annual Report 2024-25**

Nikki McColl presented the Chief Internal Auditor's Annual Report for 2024-25.

Auditors highlighted that it is the Chief Internal Auditor's opinion that reasonable assurance can be placed upon the control environment which operated during 2024-25 within the IJB.

**The IJB Finance, Audit and Scrutiny Committee:**

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

**9. Outturn Report 2024-25**

Margaret Hogg presented a report providing a high-level overview of the Integration Joint Board's draft outturn position for 2024-25, and to seek approval for the transfer of funds to reserves to allow completion of the Integration Joint Board's accounts by the statutory deadline of 30<sup>th</sup> September 2025.

As part of the 2024-25 budget an additional £9.3m of savings were taken to smooth the impact of the increase in costs which is anticipated in 2026-27 when employer superannuation rates are increased by Strathclyde Pension Fund for Council employees. This additional saving generated a planned underspend in 2024-25 which the IJB agreed would be taken to General Reserves if a breakeven position or underspend was secured in operational service delivery. As this has been secured, the report recommends the transfer of this planned underspend of £9.331m to general reserves as part of the closure of the annual accounts.

If approved this will result in a general reserve of £24.3m, which is 1.4% of net expenditure and is below the target set of 2%. The 2025-26 budget strategy plans to deliver an underspend of £8.3m to support budget smoothing of the planned increase in superannuation rates in 2026/27. If this is secured during 2025-26 this will increase general reserves to £32.6m, which would be 1.8% of net expenditure.

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The report recommends the earmark of £0.096m and the operational underspend of £0.381m to create an earmark reserve of £0.477m which can be used to support the delivery of the service prioritisation exercise which will be undertaken over the next three years.

Officers clarified that the Committee are asked to scrutinise and agree the entries to conclude the closure of the accounts to present the final accounts to the IJB for approval. Members asked that the recommendations are made clear that the final Accounts will be presented to the IJB for approval. Officers agreed to amend the recommendations to reflect this.

**The IJB Finance, Audit and Scrutiny Committee:**

- a) **Noted the content of the report;**
- b) **Approved the transfer of £9.331m to general reserves, in line with the budget smoothing strategy approved as part of the 2024-25 budget;**
- c) **Approved the transfer of the operational underspend of £0.381m and the redistribution of earmark reserves of £0.096m to create an earmark reserve of £0.477m which can be used to support the delivery of the service prioritisation exercise over the next three years;**
- d) **Approved the transfer of £6.811m to earmarked reserves as outlined in paragraph 5.8 for consideration by the IJB; and**
- e) **Noted that the final Accounts will be presented to the IJB for approval.**

**10. Unaudited Annual Accounts**

Margaret Hogg presented the Unaudited Annual Accounts for the year ended 31<sup>st</sup> March 2025.

Members questioned if the key risks would change in light of the outturn report. Officers advised that the Accounts need to illustrate the risks at that financial year, and they reflect the last quarter's risk register. Officers will continue to monitor from an IJB perspective.

**The IJB Finance, Audit and Scrutiny Committee:**

- a) **Noted the IJB's Unaudited Annual Accounts;**
- b) **Noted the Annual Governance Statement included within the Unaudited Annual Accounts;**
- c) **Approved the submission of the Unaudited Annual Accounts to the IJB for approval;**
- d) **Approved the submission of the Annual Governance Statement to the IJB for approval; and**
- e) **Noted the timetable for the sign-off the Annual Accounts in Appendix 1.**

**11. HSCP Performance Report Q4 2024-25**

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 4 of 2024-25.

At Q4, 56.0% of indicators were Green; 38.5% Red; and 4.4% 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 15 indicators since the last report. Of these, performance improved for 5 and declined for 10.

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

Business Processes – Officers highlighted that the central Complaints, FOI and Investigations Team (CFIT) are continuing to process an extremely large volume of Subject Access Requests (SARs), and so this is having a direct impact on performance across all workstreams. A separate report is being presented on the agenda on the findings and recommendations of an audit by the Information Commissioner's Office (ICO) of the Council's handling of SARs. A recruitment exercise is underway to help address the issues. Officers also confirmed that a Short Life Working Group is looking at processes for responding to Elected Member enquiries.

**The IJB Finance, Audit and Scrutiny Committee:**

- a) Noted the performance report;**
- b) Considered the exceptions highlighted in section 4.4 of the report; and**
- c) Reviewed and discussed performance with the Strategic Leads for Homelessness Services.**

**12. Performance Presentations**

**Homelessness Services**

Jim McBride delivered a presentation on Homelessness Services performance. The presentation is available on the Glasgow City HSCP [website](#).

There was a discussion regarding access to settled accommodation, in particular the challenges of sourcing family accommodation (4 apartment and above). Officers advised that this is a priority for Glasgow, as well as a national priority. Neighbourhood Regeneration Services (NRS) are doing their best to identify vacant larger properties, but this remains a constant challenge. An event is taking place with the Scottish Government on 12<sup>th</sup> June 2025 to discuss an investment programme for the city. Officers continue to monitor these issues closely.

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	<b>ACTION</b>
<p>Officers also provided reassurance in relation to the Housing First Model. Although this has stalled for a number of reasons, there are currently 62 cases going through assessment. Members asked that an update is brought to a future FASC or Development Session to understand more in relation to the model. Officers agreed to add this to the IJB forward planner for a future meeting.</p>	Officers
<p>Members highlighted the pressure judicial reviews are having on staff and Officers confirmed that they are looking at additional resource and monitoring this closely, as it has a significant impact on resources in Legal Services and the HSCP.</p>	
<p>A breakdown of the numbers in B&amp;B/Hotel accommodation was requested, including single women, pregnant women and families. Officers confirmed that these priority groups are tracked on a weekly basis and agreed to provide a breakdown out with the meeting.</p>	Officers
<p>Members commended the Homelessness Team for their ongoing hard work.</p>	
<b>13. Attendance Management</b>	
<p>Tracy Keenan presented a report providing an overview of the key HR metrics relating to Attendance Management in Quarter 4 (January – March 2025) as well as performance, notable key issues and the implications for Glasgow City HSCP.</p>	
<p>Officers highlighted the continued month on month reduction in absence in Social Work which represents the lowest quarterly level since 2021/22. The spotlight areas in the report this quarter are Home Care (Social Work) and Primary Care (Health).</p>	
<p>Members welcomed the reduction in absence in Social Work and questioned what this can be attributed to. Officers confirmed there has been renewed focus from the management team and realignment of resources in HR to focus on long term cases. There has also been shortened timescales with regard to quicker intervention, quicker referrals to occupational health and early retirement requests.</p>	
<p>Members highlighted the unknown causes for absence within Health and questioned how helpful that is in terms of performance management. Officers noted that the continued reliance on unspecified categories reduces the ability to take targeted action. Managers have been reminded of the importance of accurately categorising absence reasons to ensure reliable reporting and to better support workforce planning and wellbeing initiatives. Managers are being asked to report monthly and if there are unknown reasons reported, Managers will be asked to update the system for the primary reasons for absence when known.</p>	

**The IJB Finance, Audit and Scrutiny Committee:**

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

**14. Information Commissioner's Office (ICO) Audit of Glasgow City Council**

Craig Cowan presented a report advising of the circumstances which led to the Information Commissioner's Office (ICO) carrying out an audit of the Council's handling of Subject Access Requests (SARs) under data protection legislation, summarises the findings of the audit and describes steps being taken by the Council to address these findings and the subsequent impact on the HSCP.

Officers highlighted that the Council currently receive over three times as many SARs as they did five years ago due to the decision made relating to the administration of the Scottish Government's (SG) Redress Scheme for victims of abuse in residential settings. The increase is almost entirely in connection with requests for social work files which are dealt with by the team within the HSCP. Officers also noted that there is no way of knowing if SARs are directly relating to the Redress Scheme as they can't legally ask for the reason individuals are making requests.

The ICO has issued a formal Reprimand in relation to the Council's failure to meet its statutory duties and Members questioned where the risk sits for the IJB in terms of compliance, and if this will be added to the risk register. Officers advised that the Council have the statutory responsibility and the IJB need to be aware of this due to the resources provided by the HSCP. This risk is represented on the IJB risk register (reputational risk), the Social Care risk register, as well as the Council's risk register.

In terms of the recruitment of staff within the team, Members questioned if this will be kept under review if it is not adequate. Officers confirmed that this will be monitored in terms of how much it impacts the backlog. Training will be required for new staff and appropriate support will be provided due to the subject matter.

**The IJB Finance, Audit and Scrutiny Committee:**

- a) Noted the background to the ICO audit taking place;**
- b) Noted the findings and recommendations of this audit; and**
- c) Noted the steps which have been taken and are being taken or planned to address these recommendations and the impact on HSCP.**

**15. Audit Scotland Report – General Practice: Progress since the 2018 General Medical Service Contract**

Gary Dover presented a report advising that Audit Scotland recently published a report on its assessment of the implementation of the new GP contract. The report provides a summary of the Audit Scotland's findings and recommendations, and an update on Glasgow City HSCP's current position.

Members requested more context on the recommendation to the Scottish Government that, within one year, they should set out plans for moving towards a model where GPs will no longer be expected to provide their own premises. Officers confirmed that a commitment was made by the Scottish Government in the 2018 Contract for all leases to be transferred to the Health Board over a phased period or practices would be offered space in new health services being developed such as Parkhead Hub. No leases have transferred in Glasgow and work is being carried out nationally to look at this outstanding issue.

**The IJB Finance, Audit and Scrutiny Committee:**

- a) Noted the findings and recommendations of the Audit Scotland report; and**
- b) Noted the local context and progress for Glasgow City HSCP.**

**16. Adult Support and Protection Annual Joint Self Evaluation 2024**

Natasha Conn presented a report updating on the findings from the 2024 multi-agency audit of Adult Support and Protection (ASP) in Glasgow City.

To focus on developing and delivering on an Improvement Plan, the ASP team (endorsed by the Adult Support and Protection Committee and the Chief Officers Group) are recommending that the audit arrangements move to biennial. This is to allow the opportunity to focus time and resource on delivering on the improvement actions identified.

**The IJB Finance, Audit and Scrutiny Committee:**

- a) Noted the content of the report; and**
- b) Approved the recommendation(s) of the audit, namely, to move to a biennial audit as opposed to annual.**

**17. Clinical and Professional Quarterly Assurance Statement**

Kelda Gaffney presented the quarterly clinical and professional assurance statement for the period 1<sup>st</sup> January 2025 – 31<sup>st</sup> March 2025.

Members highlighted the adverse publicity in relation to The Thistle, noting the local population's criticism of the environment, and questioned the oversight of this.



Officers advised that there is significant governance, with a Community Engagement Workstream and Performance Workstream. The Community Engagement Forum is receiving positive feedback from community members. There has been some misinformation, but this doesn't take away from community concerns. The HSCP links closely with Police Scotland and NRS who have not seen an increase in drug related litter.

**The IJB Finance, Audit and Scrutiny Committee:**

**a) Considered and noted the content of the report.**

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

Rachel Mackay presented the annual report (2024-25) on purchased Social Care required under the Health and Care (Staffing) (Scotland) Act 2019.

**The IJB Finance, Audit and Scrutiny Committee:**

**a) Noted the content of the report; and**

**b) Noted the report required under Section 3(6) of the Act contained at Appendix 1.**

**19. Risk Management Quarterly Update Q4 2024-25**

Craig Cowan presented a report updating on the status of the IJB's risk register and to 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 changes to risk in Quarter 4 (1 January 2025 to 31 March 2025).

Officers highlighted that Members requested that the description of the risk relating to the Thistle be rearticulated in order to be clearer that this is a reputational risk to the IJB, and the potential causes of negative attention that may realise this risk. The risk has been updated, and Members were satisfied with the wording.

**The IJB Finance, Audit and Scrutiny Committee:**

**a) Noted the content of the report;**

**b) Noted the amended description of Risk ref 2535; and**

**c) Noted the risks on the IJB Risk Register at the end of Quarter 4 2024-25**

**20. Independent National Whistleblowing Officer (INWO) Report and HSCP Response**

Jim McBride presented a report informing of the report published by the Independent National Whistleblowing Officer (INWO) on 30<sup>th</sup> April 2025 and the HSCP's response to this.

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The HSCP has also committed to carrying out the recommendations identified by the INWO and has been carrying out work to address these within the timescales set out in the final report. Members sought clarification on the route this will come back in terms of the improvements being implemented. It was agreed that progress would report back via the Committee.

Officers highlighted that this will also be subject to discussion and consideration, led by the Chief Officer, at the IJB Development Session on 18<sup>th</sup> June 2025.

**The IJB Finance, Audit and Scrutiny Committee:**

**a) Noted the content of the report and briefing.**

**21. Next Meeting**

The next meeting was noted as Wednesday 10<sup>th</sup> September 2025 at 9.30am.

The Chair noted that this would be the last meeting for Brian Auld, NHS Board Member and Margaret Hogg, Interim Chief Officer, Finance and Resources thanked them for their contributions and wished them well for the future.