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

**IJB-FASC (M) 16-04-2025**

Minutes of a hybrid meeting held at 9.30am on Wednesday 16<sup>th</sup> April 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)
Paul Ryan	NHSGG&C Board Member

**Non-Voting Members**

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

**In Attendance:**

Steven Blair	Business Development Manager (substitute for Craig Cowan)
Jillian Campbell	Chief Auditor, Internal Audit
Stephen Fitzpatrick	Assistant Chief Officer, Older People & South Operations
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
Claire Maclachlan	Governance Support Officer (minutes)
Rhoda Macleod	Head of Adult Services, Sexual Health, Police Custody & Prison Health Care
Frances McMeeking	Assistant Chief Officer, Operational Care Services & Homelessness
Kirsten Paterson	Health & Safety Service Manager
Grace Scanlin	External Auditor (Ernst & Young)

**Apologies:**

Duncan Black	Chief Internal Auditor
Craig Cowan	Head of Business Development / Standards Officer
Cllr Jon Molyneux	Councillor, Glasgow City Council

**1. Declarations of Interest**

There were no declarations of interest.

**2. Apologies for Absence**

Apologies for absence are noted above.

**3. Minutes**

The minutes of 5<sup>th</sup> February 2025 were approved as an accurate record.

**ACTION**

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	<b>ACTION</b>
<p><b>4. Matters Arising</b></p> <p>There were no matters arising.</p>	
<p><b>5. Rolling Action List</b></p> <p>Steven Blair presented the Rolling Action List advising of the following.</p> <p>Action Ref No. 82 – Risk Management Quarterly Update – Officers agreed to consider the wording of the risk in relation to The Thistle and present an updated risk to a future Committee. Officers advised that the next risk management quarterly update will be presented to FASC in June and will reflect any revisions.</p> <p>Action Ref No. 83 – Glasgow City Integration Joint Board Budget Monitoring for Month 9 and Period 10 2024-25 – Officers agreed to provide a breakdown of high-cost care packages for Members. A briefing note was circulated to Members on 13<sup>th</sup> February 2025.</p> <p>Following discussion at the last Committee, Officers reviewed the Scheme of Delegation to check if there is a formal requirement to present high-cost care packages to the IJB and confirmed that the limits applied to purchasing powers don't apply to the IJB itself, but to Officers of the HSCP. Therefore, there is no requirement to report to the IJB for any value.</p> <p>To provide Members with assurance however, it was agreed that Internal Audit would pick this up in their audit of financial sustainability to ensure governance routes are in place for the approval of high-cost packages of care.</p>	
<p><b>6. Internal Audit – Repairs and Maintenance Charges</b></p> <p>Jillian Campbell presented details of the internal audit work undertaken in relation to Property Repairs and Maintenance Charges.</p> <p>Auditors advised that based on the work carried out a limited level of assurance can be placed upon the control environment. The limited level of assurance is due to the recommendations being reliant on joint working from Glasgow City HSCP and City Building.</p> <p>The audit has identified scope for improvement in existing arrangements and seven recommendations which management should address. Management have accepted all recommendations within the Action Plan.</p> <p>The Chief Internal Auditor will submit a further report to the Committee on the implementation of the actions contained in the Action Plan within the report. Officers provided assurance that actions will be progressed within quicker timescales if they are able to do so, the exception being those linked to an IT solution.</p>	<p>Auditors</p>

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

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

**7. Internal Audit – Follow-up Report**

Jillian Campbell presented a report updating on the implementation of previously agreed recommendations.

Auditors highlighted that as of 31<sup>st</sup> March 2025, there are no outstanding recommendations.

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

**a) Noted the progress made in terms of the recommendations implemented; and**

**b) Noted that the Chief Internal Auditor will submit further reports on the status of any future recommendations.**

**8. Global Internal Audit Standards Update and Internal Audit Charter**

Jillian Campbell presented a report providing an overview of the approach to ensuring compliance with the new Global Internal Audit Standards in the UK Public Sector (GIAS) during 2025-26. The report includes an update to the Internal Audit Charter at Appendix 1, including a new mandate section as required by the GIAS.

Internal Audit is currently undertaking gap analysis, comparing the current ways of working under the existing Public Sector Internal Audit Standards (PSIAS) to the new GIAS. This will then enable a detailed action plan to be prepared, outlining all the required steps to achieve compliance. A report will be brought back to the June Committee outlining progress against these actions, including any other updated standing documents.

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

**a) Considered and noted the Internal Audit update on Global Internal Audit Standards and approve the updated Internal Audit Mandate and Charter (Appendix 1 of the report).**

**9. Glasgow City Integration Joint Board Internal Audit Plan 2025-26**

Jillian Campbell presented the 2025-26 Internal Audit plan for the Glasgow City Integration Joint Board.

Auditors highlighted that the proposed areas for inclusion in Glasgow City IJB Internal Audit Plan for 2025-26 are:

- Financial Sustainability/Financial Planning.

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- Compliance with the Integration Scheme.

These areas will be kept under review and there is flexibility to add any further audits that may arise throughout the year.

Members highlighted the reduction in audit activity by Internal Audit since 2016 and questioned why this is. Auditors advised that the number of audits has reduced as the IJB has matured, audit activity is pulled back unless there is a risk area that requires to be audited.

Members raised the current HSCP absence rates and the risk to the IJB and questioned if there could be an audit undertaken in this area. Auditors advised that they would reflect on this and discuss with Margaret Hogg and Tracy Keenan in terms of using some of the flexible capacity.

Auditors

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

**a) Approved the 2025-26 Internal Audit Plan.**

**10. HSCP Performance Report Q3 2024-25**

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 3 of 2024-25.

At Q2, 57.1% of indicators were Green; 36.3% Red; and 5.5% 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 12 indicators since the last report. Of these, performance improved for 7 and declined for 5.

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

Prescribing – Members questioned how this is progressing nearing year end. Officers advised that there has been a significant shift and the overall scale of the overspend has reduced. Prescribing plans are in place for 2025/26 and Officers have a level of confidence going into next year and this will be reported in the outturn report in June.

Homelessness – The Chair highlighted the three indicators which have been 'Red' for two or more successive quarters. Officers confirmed that pressures are significant, and they continue to work through a number of initiatives to try to manage the demand.

Human Resources – Officers advised that initiatives are in place for all of the KPIs, and they continue to work on them. Plans are in place around e-KSF (Electronic Knowledge and Skills Framework (KSF), where recording is an

issue as well as non-completion. Recording has also been highlighted as an issue in relation to induction training.

Business Processes – Officers highlighted Subject Access Requests (SARs), noting that there has been recognition that the volume surpasses the resources available. A meeting has taken place with the Information Commissioner to agree a plan. Authorisation has been given to purchase new IT equipment to aid with redacting information, as well as agreement to recruit additional staff to the team.

**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 Older People, Carers and Unscheduled Care Services.**

**11. Performance Presentations**

**Older People / Carers / Unscheduled Care**

Stephen Fitzpatrick and Frances McMeeking delivered a presentation on Older People, Carers and Unscheduled Care performance. The presentation is available on the Glasgow City HSCP [website](#).

Members requested a progress update in relation to the new Hospital at Home model. Officers updated that this was a test of change initially in one sector of the city and it now focuses on South and North West, with the intention to build up into the North East locality. The Scottish Government are keen to scale up the model however funding has not been confirmed so resources are still the largest constraint. The focus has shifted to step down respiratory patients and the HSCP is operating with the resources available. GCHSCP will inform and participate in the wider Board approach to virtual beds.

Members questioned if the right people are going into Intermediate Care due to the target of 41 days being exceeded. Officers advised the service is aimed at patients who require rehab but there can be outliers. Officers continue to improve on this as well as the process.

An update was sought on discussions at national level regarding Adults with Incapacity (AWI). Officers advised that they have raised this repeatedly with the Scottish Government and there is some indication that they will review the AWI legislation but there are no clear timeframes.

Members highlighted the decrease in the number of care homes and questioned what the impact of National Insurance (NI) contributions will be. Officers advised that the National Care Home Contract has been agreed

with NI included with an element to cover private providers. Officers are working through the detail to establish if there will be a funding gap.

Members thanked Officers and their teams for the ongoing hard work.

**12. Health and Safety Annual Report – January 2024 - December 2024**

Tracy Keenan and Kirsten Paterson presented a report providing an overview of the main Health & Safety challenges faced in 2024, performance and notable key issues, and the implications for the HSCP.

Members raised concern regarding the increase in violence and aggression incidents, as many of these seem to be physical violence, and questioned what is being done to address this.

Officers advised that they have seen a marked increase, particularly in the Children's Residential sector. Injuries as a result of carrying out a personal intervention with young people is being addressed via a refocus on Promoting Positive Behaviour (PPB) training to make sure training is in date and refresher training is being carried out. There is a governance board around PPB. Work is also taking place directly with the service and Trade Unions to look at how to reduce the number of incidents. The Health and Safety Team are focusing on issues of violence and benchmarking against other organisations to ensure Glasgow City HSCP are doing all they can to manage as a whole across the service.

The Chair highlighted the number of incidents has increased in Home Care, Homelessness, Criminal Justice, and Asylum. There has also been an increase overall for the South area of the city. Officers advised that the increase in South is due to underreporting in the homeless community service. Officers met with Trade Union colleagues and management and have developed an action plan to address this. Staff have also been released for training in this area.

Members highlighted the section on self-harm and suicide prevention and the programme of work to support the removal of a wide range of ligature points in highest risk wards. Members noted that as the work continues, focus has now turned to Acute settings, starting in Emergency Departments, and questioned if this sits within the responsibility of the HSCP. Officers advised that this is information provided by the NHS Health and Safety Manager so there will be some references to NHS broader priorities. The detail is included in the report for wider understanding for the IJB for the process.

Reporting of accidents and incidents where the injured or affected person was an employee was highlighted and Members asked if there is recording of incidents to non-employees. Officers advised that the report is only in relation to HSCP employees, but they can expand and pull the data for non-

employees going forward if that is helpful to the Committee. It was agreed that it would be helpful to see the whole system approach.

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

- a) Noted the findings made within the report and the data included; and**
- b) Noted the main challenges faced throughout the year, and current service and future developments.**

**13. HM Inspectorate Constabulary Scotland (HMICS) & Healthcare Improvement Scotland (HIS) Joint Inspection of Police Custody Healthcare Services**

Rhoda Macleod presented a report providing an overview of the joint HMICS / HIS inspection of police custody suites and healthcare service delivery in Greater Glasgow & Clyde.

The report covers an Inspection in April 2024 at Clydebank Police Custody suite and in September 2024 in Govan, London Road, and Cathcart Police Custody suites.

Officers highlighted that the outcome of both reports was extremely positive for Police Custody Healthcare. There will be ongoing monitoring and progress to ensure a high standard of care is maintained.

Members thanked the team involved for the positive inspections.

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

- a) Noted the contents of the report; and**
- b) Noted the improvement actions taken by Police Custody Health Care Services.**

**14. Strategic Plan Monitoring Update**

Steven Blair presented the Strategic Plan Monitoring Report, updating Members on progress with implementation of the Strategic Plan 2023-26.

Officers highlighted that more than two thirds of the Strategic Plan activities have started and are currently on track (68%). 2% of activities are delayed, 1% is significantly delayed and 3% are no longer proceeding. Reasons for delays include the current financial constraints and increased demand on the services with limited resources. This is an improvement from the October 2024 report where 64% were on track and 4% not started yet with 6% delayed.

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

**a) Noted the content of the Strategic Plan Monitoring Report.**

**15. Recruitment to Chief Finance Officer / Section 95 Officer**

Tracy Keenan presented a report noting the approval from the Chair of the IJB Finance, Audit and Scrutiny Committee, on the grounds of urgency, to proceed with a recruitment process to the role of Chief Officer, Finance & Resources, Glasgow City HSCP.

Officers advised that interviews took place on 15<sup>th</sup> April and a successful candidate has been given a verbal offer of employment. An update will be provided to the IJB in due course.

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

**a) Noted the approval of the Chair of IJB FASC, on the grounds of urgency, of the membership of the Appointments Panel; and commencement of the recruitment process for the role of Chief Officer, Finance & Resources, Glasgow City HSCP.**

**17. Next Meeting**

The next meeting was noted as Wednesday 11<sup>th</sup> June 2025 at 9.30am.