



Item No. 15

Meeting Date

Wednesday 10th December 2025

Glasgow City Integration Joint Board Finance, Audit and Scrutiny Committee

Report By: Duncan Black, Depute Chief Officer, Finance and Resources

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IJB Finance, Audit and Scrutiny Committee - Annual Assessment

Purpose of Report:

The purpose of this report is to present the findings from the annual self-assessment survey of IJB FASC members to evaluate the effectiveness of this Committee.

Background/Engagement:

The Chartered Institute of Public Finance and Accountancy (CIPFA) published guidance in late 2022 for local authority Audit Committees, to support Audit Committee members in fulfilling their role.

The key elements of this guidance were presented to this Committee in [June 2023](#) and to the Integration Joint Board (IJB) in September 2023, along with recommendations to improve compliance with the new guidance, based on a self-assessment carried out by the IJB's Internal Audit team.

The recommendations included annual consideration and reporting of the performance of the committee in discharging its responsibilities.

Governance Route:

The matters contained within this paper have been previously considered by the following group(s) as part of its development.

- HSCP Senior Management Team ☐
Council Corporate Management Team ☐
Health Board Corporate Management Team ☐
Council Committee ☐
Update requested by IJB ☐
Other ☒
IJB Development Session (6 November 2024)

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	Not Applicable <input type="checkbox"/>
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Recommendations:	<p>The IJB Finance, Audit and Scrutiny Committee is asked to:</p> <ul style="list-style-type: none"> a) Note the contents of this report; b) Note the findings of the self-assessment survey, including areas for development, and the desktop research of Committee activity during 2024-25; and c) Note the planned action in respect of individual training plans for Committee members
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Relevance to Integration Joint Board Strategic Plan:
To provide assurance on all work conducted in line with the Strategic Plan.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	None
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Personnel:	None
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Carers:	None
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Provider Organisations:	None
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Equalities:	None
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Fairer Scotland Compliance:	None
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Financial:	None
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Legal:	None
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Economic Impact:	None
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Sustainability:	None
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Sustainable Procurement and Article 19:	None
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Risk Implications:	Failure of the Finance, Audit and Scrutiny Committee to discharge its duties and operate effectively could have wider risk implications for the IJB and the HSCP.
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Implications for Glasgow City Council:	None
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Implications for NHS Greater Glasgow & Clyde:	None
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1. Purpose

- 1.1. The purpose of this report is to present the findings from the annual self-assessment survey of IJB FASC members to evaluate the effectiveness of this Committee.

2. Background

- 2.1. The Chartered Institute of Public Finance and Accountancy (CIPFA) published guidance in late 2022 for local authority Audit Committees, to support Audit Committee members in fulfilling their role.
- 2.2. The key elements of this guidance were presented to this Committee in [June 2023](#) and to the Integration Joint Board (IJB) in September 2023, along with recommendations to improve compliance with the new guidance, based on a self-assessment carried out by the IJB's Internal Audit team.
- 2.3. The recommendations included proposals to; restructure the agenda of FASC meetings; development of an annual workplan for the committee; development of a committee training programme; an annual training plan for individual Members of FASC and annual consideration and reporting of the performance of the committee in discharging its responsibilities.
- 2.4. The first two of these recommendations had already been completed and at its meeting in [February 2025](#) this Committee agreed the content of a survey to be completed by members in order to address the remaining recommendations (annual self-assessment of FASC performance and effectiveness and training plans for individual members), and to inform this report.

3. Annual Assessment

- 3.1. The annual assessment of the effectiveness of the IJB Finance, Audit and Scrutiny Committee consists of desktop research conducted by officers on Committee activity over a 12-month period (FY 2024/25) and a self-assessment survey to FASC members. There are 7 members of the FASC, 6 voting members and 1 stakeholder member. As an HSCP officer, the professional member of the FASC is excluded from the scope of the survey.
- 3.2. It had been agreed by this Committee that completion of the survey by FASC members would be mandatory in order to comply with the CIPFA guidance referred to above (para. 2.1).
- 3.3. The agreed question set and response options for the survey is shown in Appendix 1. The survey also provided members the opportunity to expand on their responses with additional comments if they wished.
- 3.4. The survey was originally circulated to members on 22 May 2025, with an initial deadline of 31 July 2025. Further extensions to this deadline were provided to assist members, with the survey eventually closing on 17 November 2025.

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- 3.5. 6 of the 7 members fully completed the survey. 1 respondent had only recently been appointed to the Committee when completing the survey therefore opted to provide neutral responses to all questions about the Committee's effectiveness.
- 3.6. A summary of the findings for key areas for assessing committee effectiveness are provided below.
- 3.7. **Committee Remit and Understanding** - The majority of respondents agreed that the Committee fulfils its Terms of Reference and that its workplan aligns with these. Most members felt that meeting agendas are relevant and that they understand the remit of the Committee. This suggests a strong foundational awareness of the Committee's purpose and scope among members.
- 3.8. **Effectiveness and Member Contribution** - Most of the respondents agreed that the Committee is effective in carrying out its remit. Half of the respondents felt able to contribute to the development of the Committee's workplan, however, the other half of respondents were neutral, suggesting that opportunities for involvement may not be evenly distributed or that some members felt less empowered to shape the Committee's direction.
- 3.9. **Influence on IJB Decisions, Policies, and Improvement** - Perceptions of the Committee's influence on IJB decisions and policies were mixed. While some members agreed that the Committee has a meaningful impact, others were neutral or disagreed. One respondent specifically noted uncertainty about the Committee's effectiveness in influencing IJB decisions, observing that the Committee's business is not always explicitly discussed at IJB meetings. This feedback highlights a potential disconnect between the Committee's work and its visibility or perceived impact at the IJB. Similarly, views on the Committee's role in driving improvement and delivering better outcomes for the IJB were divided. Some members agreed that the Committee contributes to improvement, while others were less certain about its effectiveness in this area. This may indicate a need for clearer communication about how the Committee's work translates into tangible improvements.
- 3.10. **Quality, Timeliness, and Clarity of Committee Papers** - Satisfaction with the quality of Committee papers was generally high. Most respondents were satisfied or very satisfied with the quality, the timing of distribution, and the clarity of information provided. Papers are typically issued well in advance of meetings, and officers were commended for their willingness to explain or discuss issues. Nevertheless, there were concerns about the length and complexity of performance reports. One respondent describes these as "over long and complex," suggesting a need for more concise, focused reporting.
- 3.11. **Support from Officers** - Respondents were generally satisfied with the support provided by officers, especially when dealing with complex matters. Officers were described as approachable and willing to provide briefings or explanations as needed. This support was seen as a key strength, helping members navigate challenging or technical content.

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- 3.12. **Reports and Presentations** - Committee reports and presentations on financial, audit, risk, and governance topics were rated as good or excellent by most respondents. Audit and finance reporting, in particular, were highlighted as strong. However, performance reporting received more mixed feedback, with some respondents rating it as fair and expressing concerns about its length and usefulness. This suggests respondents felt there is room to improve the accessibility and actionability of performance data.
- 3.13. **Meeting Conduct and Chairing** - The Chair received widespread praise for effectively guiding discussions and maintaining focus on key issues. Most respondents agreed or strongly agreed that the Chair enables participation from all members and that meetings are generally open and constructive. The hybrid approach to meetings (ability to join online or in-person) was noted as a positive as this has improved accessibility and engagement for members.
- 3.14. **Scrutiny, Challenge, and Accountability** - There was consensus that members have opportunities to challenge and scrutinise constructively, and that officers are generally able to answer questions or provide timely follow-up when needed. This was seen as a core strength of the Committee, supporting robust oversight and accountability.
- 3.15. **Time Management and Meeting Frequency** - Most respondents agreed that sufficient time is allocated for Committee business and that the frequency of meetings is appropriate. However, a few neutral responses may reflect occasional challenges with scheduling or managing a busy agenda. One comment describes the workload of the Committee as “big but effective,” suggesting that while demands are high, the Committee is generally able to manage them.
- 3.16. **Attendance and Respectful Conduct** - Both member and officer attendance at meetings were viewed as satisfactory. Members felt that behaviour was respectful, contributing to a positive and constructive meeting environment. This supports effective collaboration and decision-making.
- 3.17. **Skills and Experience Mix** - Most respondents felt the Committee had the right mix of skills and experience, with particular value placed on accounting, scrutiny, and audit expertise. There was an acknowledgement that ensuring representation from members with financial knowledge is important for the Committee’s remit.
- 3.18. A breakdown of responses to individual questions in the survey is provided in Appendix 2.

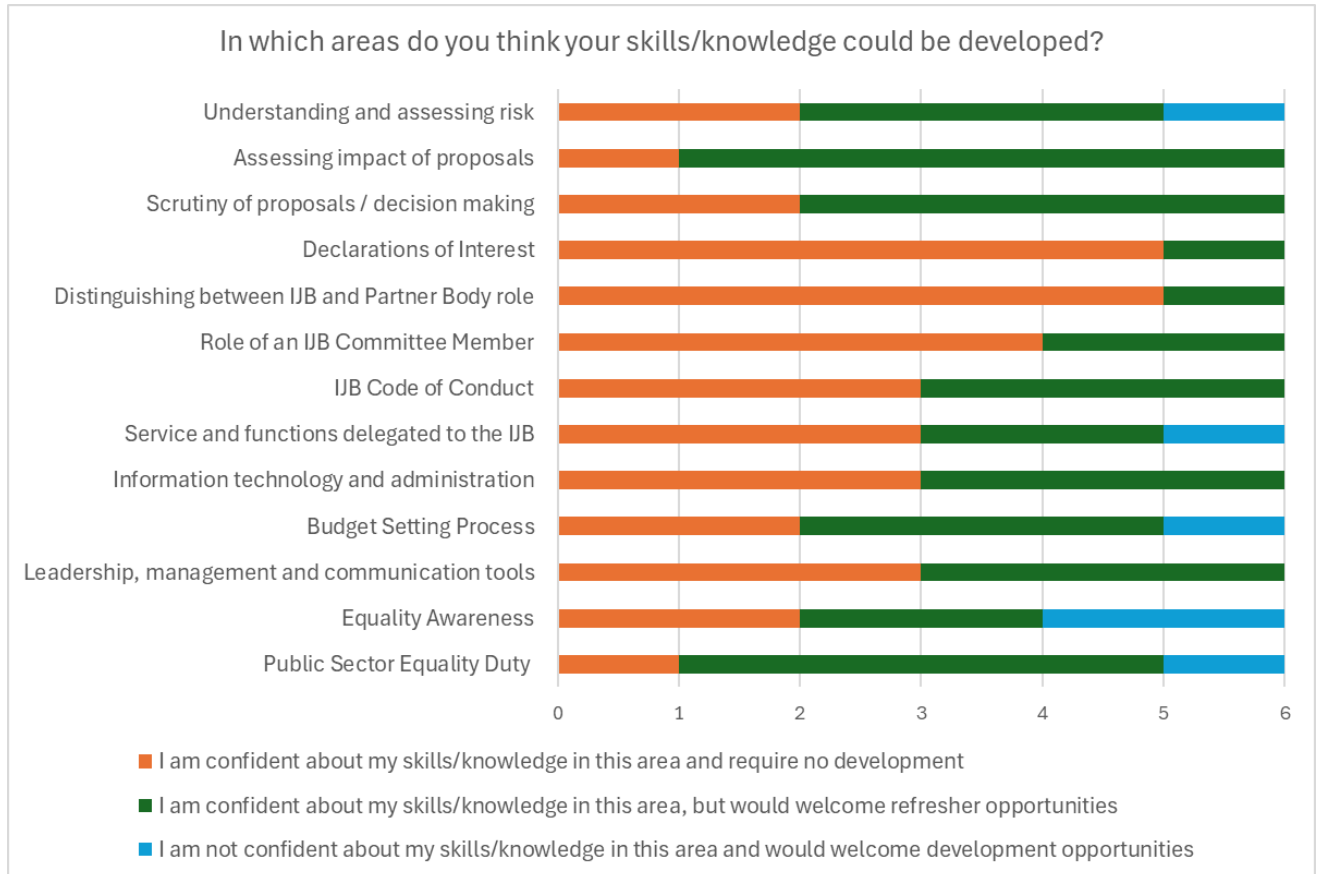
4. Training Plans for FASC Members

- 4.1. The self-assessment survey also contained a section for respondents to indicate where, in their view, they would benefit from training and development opportunities or additional support in relation to their role on this Committee.

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- 4.2. This information was gathered in order to facilitate the development of individual training plans for FASC members as per the CIPFA self-assessment recommendations.
- 4.3. The anonymised results of this section of the survey are shown in the diagram below in order to provide the Committee with an overview of the current skills mix of members. Equalities, Risk, Assessing Impact and the Budget Setting Process were the areas most members felt they would benefit from development opportunities.



- 4.4. Officers are currently working to identify appropriate and specific training and development opportunities to match the stated needs of individual members. These will be from a variety of sources, including existing Council and NHS GGC training packages, training available via Turas (NHS Education for Scotland's platform for health and social care learning resources) as well as resources available from professional bodies such as CIPFA and online resources such as relevant TED Talks.

5. Desktop research: Committee Activity (2024/25)

- 5.1. As agreed, officers have carried out desktop research about the Committee's activity during the previous financial year 2024-25 (1 April 2024 to 31 March 2025) as part of this annual assessment.

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- 5.2. The membership, attendance and meeting information of this Committee in 2024-25 is shown below:

Membership	
Council voting members	3
Health Board voting members	3
Professional members	1
Stakeholder representative members	1
Vacancies	1
Changes to membership	4
Meetings	
Meetings held	6
Meetings cancelled	0
Total attendees (members, officers and external)	106
Total apologies from members	11

- 5.3. As noted above, there were 4 changes to this Committee's membership during 2024-25. This was 2 changes to NHS Non-Executive members, 1 change to Council Elected Members and 1 change to Professional Members.
- 5.4. Despite changes to membership and apologies from members, the Committee remained quorate throughout all 6 meetings in 2024-25.
- 5.5. In respect of Committee business in 2024-25, there was a total of 79 agenda items considered by the Committee at its 6 meetings.
- 5.6. The Committee's workplan for 2024-25, which details standing agenda items and core business that allows the Committee to fulfil its remit as set out in its Terms of Reference in respect of Audit, Finance, Performance, Governance, Assurance and Risk is as in Appendix 3.
- 5.7. Having reviewed the 2024/25 agendas and minutes, officers have confirmed that the Committee successfully completed all planned items of core business on its 2024-25 workplan. Two items were rescheduled from their planned month (Internal Audit Update and HSCP Complaints Annual Report both rescheduled from Oct 24 to Dec 24).
- 5.8. During 2024-25, the Committee also considered matters in addition to workplan items. These included approving an appointments panel and recruitment process for the role of Chief Officer, receiving an update on capacity and sustainability in Older People Purchased Care Homes and the HSCP's annual Duty of Candour return.

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6. Conclusion and next steps

- 6.1. The overall summary of the annual evaluation is that the Committee successfully discharged its duties as set out in its Terms of Reference in the previous financial year (2024-25). Furthermore, the findings of the self-assessment survey are that the IJB FASC is generally felt to be effective, well-led, and valued by its members. Strengths include strong leadership, good support from officers, a positive meeting culture, and robust technical reporting. Areas for development include enhancing the Committee's visible impact on IJB decisions, streamlining performance reporting, and maintaining a strong mix of skills and experience. The feedback also suggests that the Committee is committed to continuous improvement and personal development.
- 6.2. Members of this Committee are invited to discuss and agree any actions they wish officers to pursue in relation to areas of development identified, both in terms of Committee effectiveness and individual training needs.
- 6.3. The next annual self-assessment survey will be circulated to Committee members in Summer 2026, with its findings included the annual evaluation covering financial year 2025-26 reported in Autumn 2026.

7. Recommendations

- 7.1. The IJB Finance, Audit and Scrutiny Committee are asked to:
 - a) Note the contents of this report;
 - b) Note the findings of the self-assessment survey, including areas for development, and the desktop research of Committee activity during 2024-25; and
 - c) Note the invitation to discuss and agree any development actions arising from the self-assessment survey.

Agreed question set for IJB FASC self-assessment survey

To what extent do you agree or disagree with the following statements relating to the IJB Finance, Audit and Scrutiny Committee?	
1. The Committee fulfilled its Terms of Reference	<p>For each statement respondents required to provide one response from:</p> <p>Strongly Agree Agree Neutral Disagree Strongly disagree</p> <p>Text box also provided for respondents to expand on their answers if they wish</p>
2. The workplan of the Committee reflects its Terms of Reference	
3. Agendas cover items relevant to the Committee	
4. I understand the remit of the Committee	
5. The Committee is effective in carrying out its remit	
6. I am able to contribute to the development of the Committee workplan	
7. The Committee influences decisions of the IJB	
8. The Committee influences policies of the IJB	
9. The Committee helps to drive the improvement function in the IJB	
10. The Committee helps the IJB deliver better outcomes	
11. The business of the Committee allows me to fulfill my role as a representative of a Partner body or stakeholder	
How satisfied or dissatisfied are you with the following aspects of IJB Finance, Audit and Scrutiny papers?	
12. Quality of the committee papers	<p>For each statement respondents required to provide one response from:</p> <p>Very satisfied Satisfied Neutral Dissatisfied Very dissatisfied</p> <p>Text box also provided for respondents to expand on their answers if they wish</p>
13. Time before meeting when papers are issued/received	
14. Clarity of information included in committee papers	
15. Access to support and/or briefings from officers on content of papers (e.g. where these contain complex matters)	

How would you rate the reports/presentations received by the IJB Finance, Audit and Scrutiny Committee?	
16. Performance	<p>For each report/presentation type respondents required to provide one response from:</p> <p>Excellent Good Fair Poor Don't know/No opinion</p> <p>Text box also provided for respondents to expand on their answers if they wish</p>
17. Financial	
18. Audit/Inspection	
19. Risk	
20. Governance/Assurance	
21. Other (please specify)	

Below is a list of statements relating to the conduct at the IJB Finance, Audit and Scrutiny Committee meetings. Please indicate the extent to which you agree or disagree with each.	
22. The Chair effectively guides the discussion and maintains focus on key issues	<p>For each statement respondents required to provide one response from:</p> <p>Strongly Agree Agree Neutral Disagree Strongly disagree</p> <p>Text box also provided for respondents to expand on their answers if they wish</p>
23. The Chair enables all members to participate	
24. There is generally open and constructive discussion	
25. Members have the opportunity and ability to challenge and scrutinise constructively and hold management to account.	
26. Officers are generally able to deal with questions that arise	
27. Where a question cannot be answered at Committee, a response is provided timeously	
28. Sufficient time is allocated to allow the Committee to manage its business	
29. The frequency of meetings allows the Committee to carry out its function	
30. Members attendance at Committees is satisfactory	
31. Officers attendance at Committees is satisfactory	
32. Members behave with respect in meetings	

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33. Do you feel the membership of the IJB FASC Committee has the right mix of skills and experience to carry out its remit?

Respondents required to provide one response from:

Yes
No
Don't know

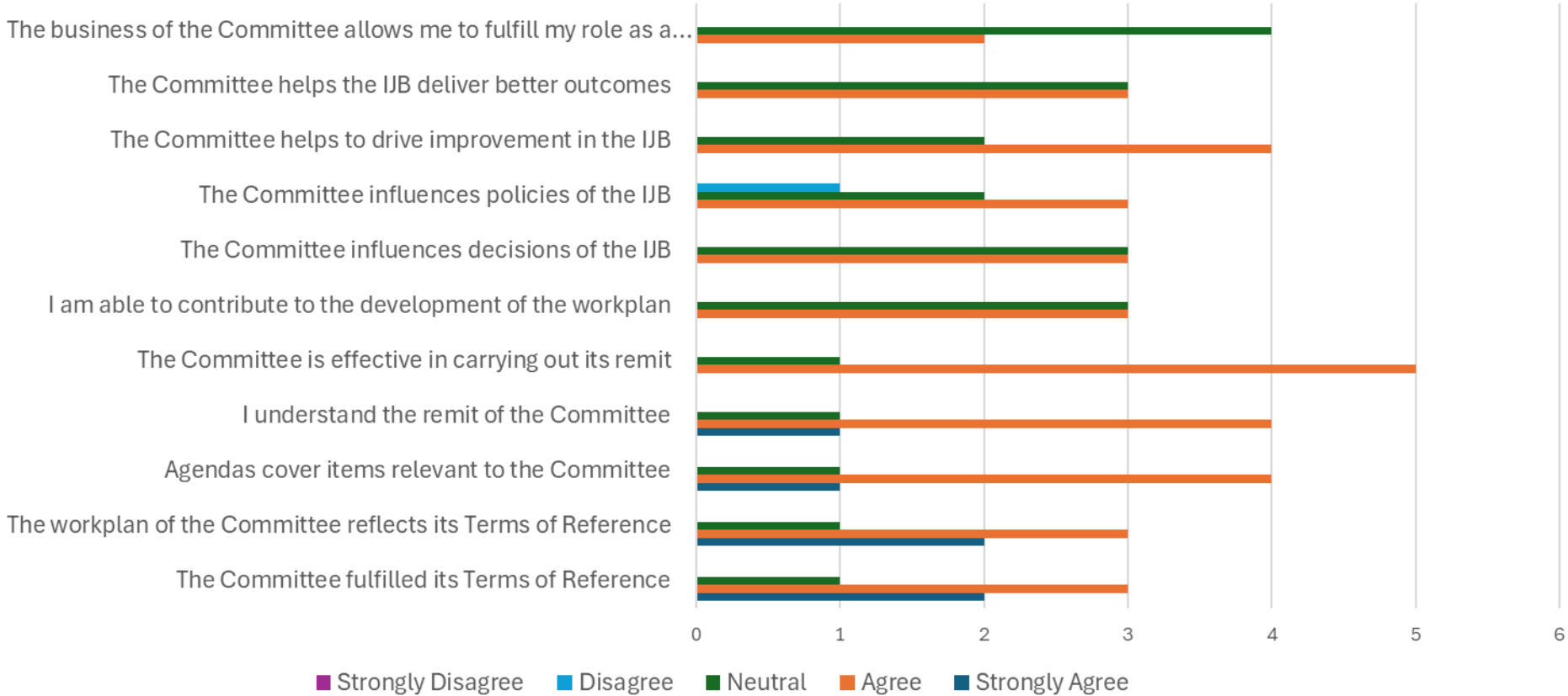
Text box also provided for respondents to expand on their answers if they wish

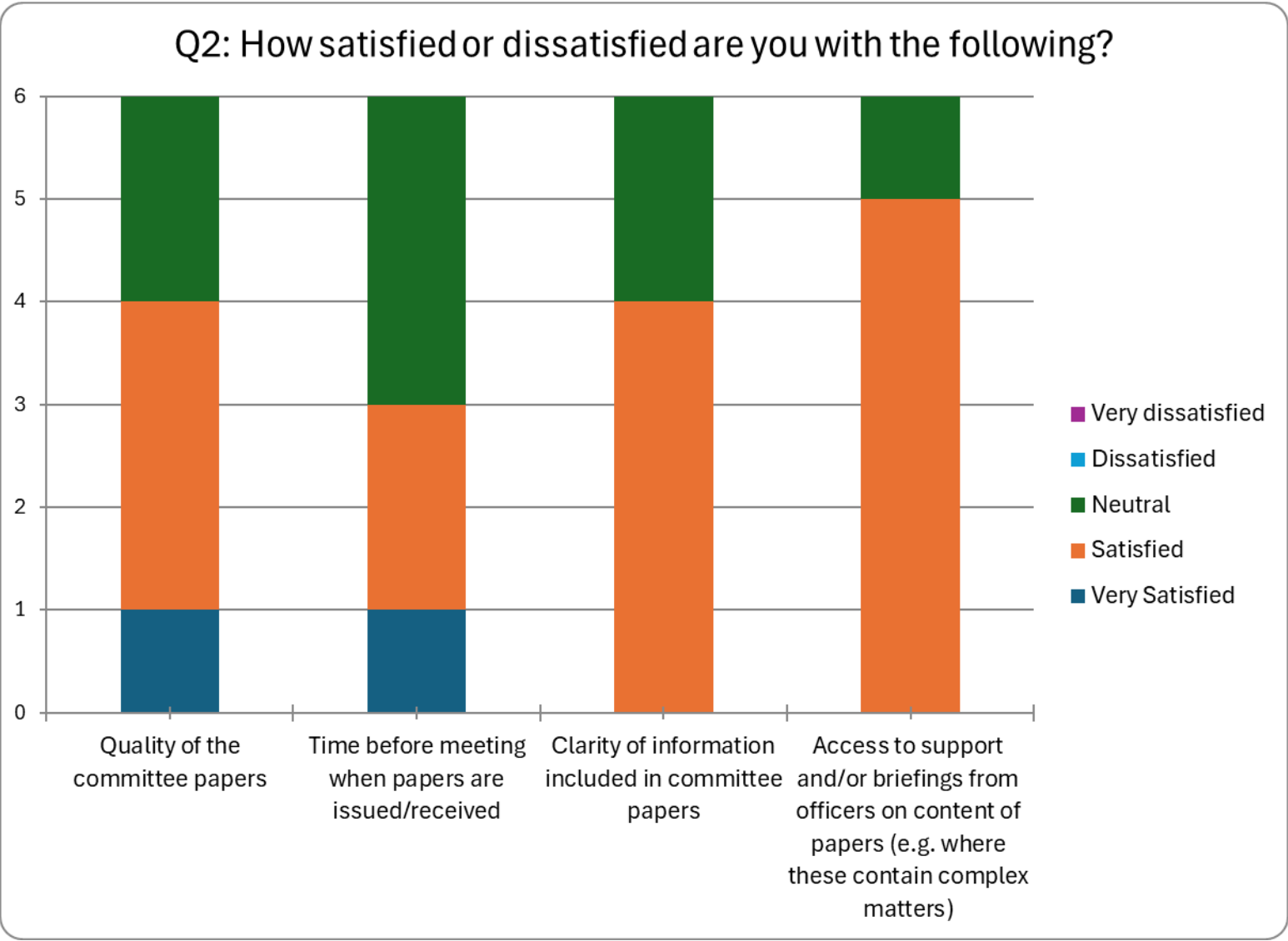
34. In which areas do you think your skills/knowledge could be developed to assist you to effectively perform your role on the IJB Finance, Audit and Scrutiny Committee?

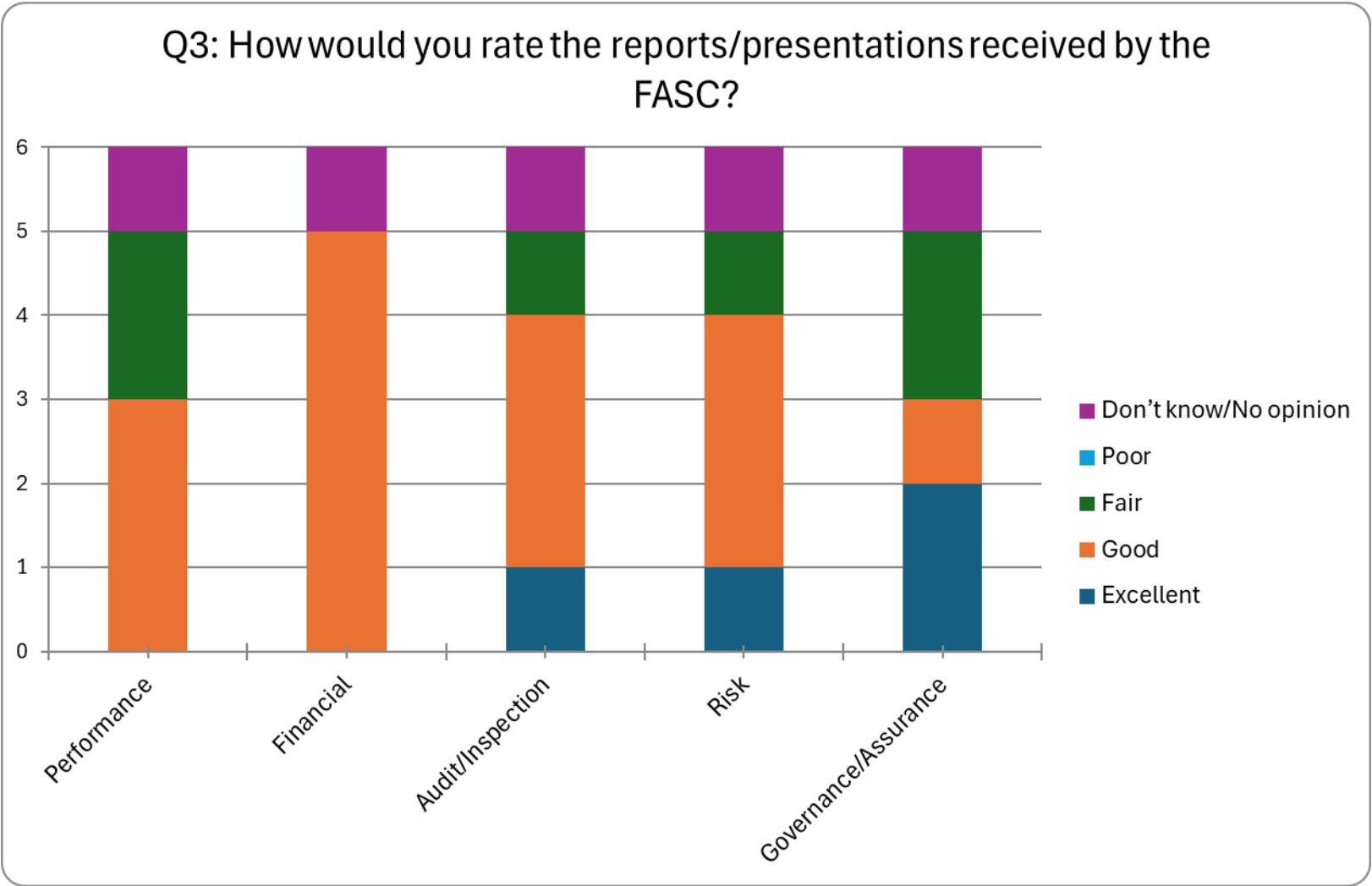
Public Sector Equality Duty (PSED)	For each area, respondents will be asked to select one of the following: I am confident about my skills/knowledge in this area and require no development
Equality Awareness (e.g. unconscious bias, EQIA etc.)	
Leadership, management and communication tools	
Budget setting process	I am confident about my skills/knowledge in this area, but would welcome refresher opportunities
Information technology and administration (e.g. use of Microsoft applications)	I am not confident about my skills/knowledge in this area and would welcome development opportunities
Service and functions delegated to the IJB/HSCP	
IJB Code of Conduct	
Role of an IJB Committee Member	Text box also provided for respondents to provide additional information if required
Distinguishing between IJB and Partner Body role	
Declarations of Interest	
Scrutiny of proposals / decision making	
Assessing impact of proposals	
Understanding and assessing risk	
Other (please specify)	

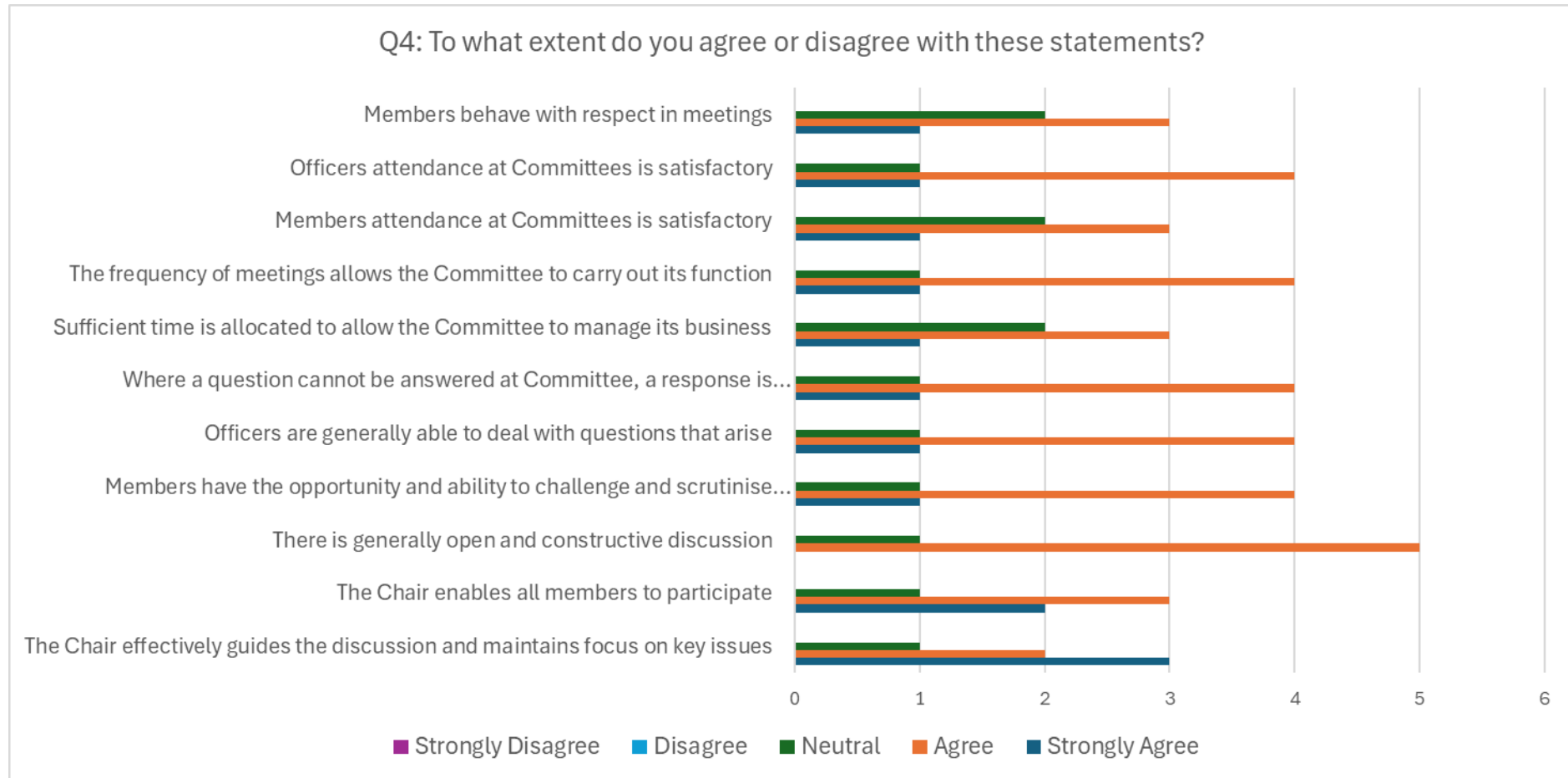
Responses to FASC Self-Assessment Survey

Q1: To what extent do you agree or disagree with these statements?

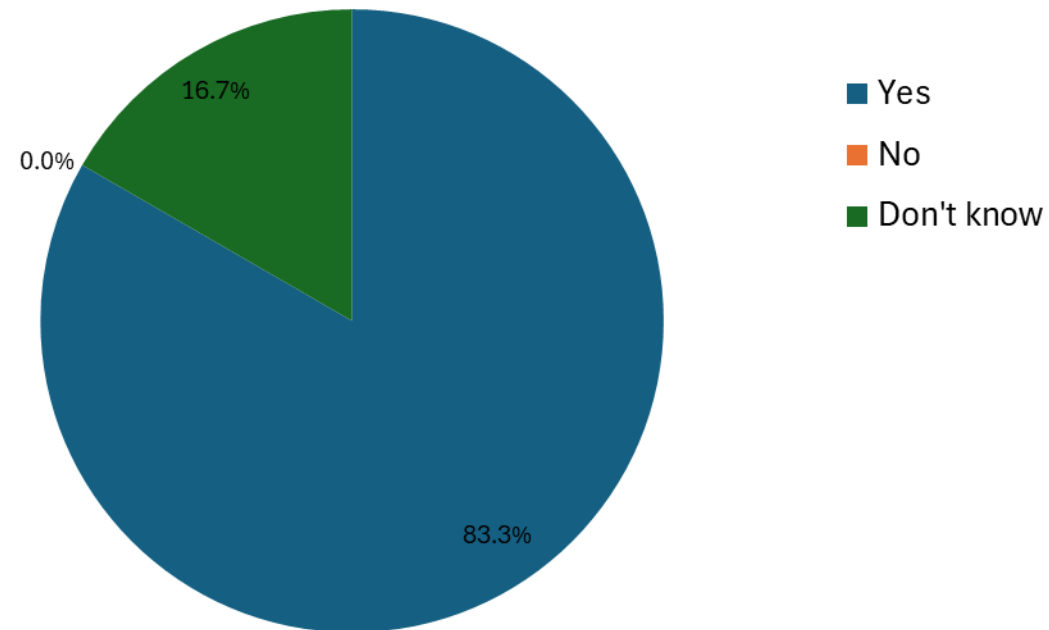








Q5: Do you feel the membership of the IJB FASC Committee has the right mix of skills and experience to carry out its remit?



GLASGOW CITY IJB FINANCE, AUDIT AND SCRUTINY COMMITTEE

WORK PLAN 2024-25

Month	Actual Meeting Date	AUDIT		FINANCE		PERFORMANCE		GOVERNANCE / ASSURANCE / RISK	
APR	17/04/2024	Internal Audit - Glasgow City IJB Annual Plan	✓			Q3 Performance Report	✓	Health and Safety Annual Report	✓
		Internal Audit - Update Report	✓			Performance Presentations: Older People, Carers and Unscheduled Care	✓	Strategic Plan Monitoring Update	✓
JUN	12/06/2024	Chief Internal Auditors Annual Report	✓	Unaudited Accounts (including Annual Governance Statement)	✓	Q4 Performance Report	✓	Adult Support and Protection - Annual Joint Self Evaluation	✓
		Internal Audit - Follow-up Report	✓	Outturn Report	✓	Performance Presentations: Homelessness and Justice Social Work	✓	Clinical and Professional Quarterly Assurance Statement	✓
						Attendance Management	✓	Risk Management Quarterly Update	✓

Month	Actual Meeting Date	AUDIT		FINANCE		PERFORMANCE		GOVERNANCE / ASSURANCE / RISK	
SEP	11/09/2024	Annual Audit Report (External Audit)	✓	Audited Annual Accounts (including Annual Governance Statement)	✓	Q1 Performance Report	✓	Clinical and Professional Quarterly Assurance Statement	✓
				Budget Monitoring	✓	Performance Presentation: Children's Services	✓	Risk Management Quarterly Update	✓
						Attendance Management	✓	Care Inspectorate Activity: Children's Residential Care Services	✓
								Care Inspectorate Activity: Fostering and Adoption Services	✓
OCT	23/10/2024			Budget Monitoring	✓	Q1/2 Performance Report	✓	Property Strategy Progress Report	✓
						Performance Presentation: Primary Care	✓	Strategic Plan Monitoring Update	✓
						Welfare Rights and Money Advice	✓		
						Performance Report			

Month	Actual Meeting Date	AUDIT		FINANCE		PERFORMANCE		GOVERNANCE / ASSURANCE / RISK	
DEC	11/12/2024	Internal Audit - Follow-up Report	✓	Budget Monitoring	✓	Q2 Performance Report	✓	Clinical and Professional Quarterly Assurance Statement	✓
		Internal Audit -Update Report	✓			Performance Presentation: Adult Services	✓	Risk Management Quarterly Update	✓
						Health and Social Care Complaints Activity Annual Report	✓	Business Continuity and Category 1 Annual Assurance Statement	✓
						Attendance Management	✓	Public Bodies Climate Change Duties Report	✓

Month	Actual Meeting Date	AUDIT		FINANCE		PERFORMANCE		GOVERNANCE / ASSURANCE / RISK	
FEB	05/02/2024	Glasgow City IJB Annual Audit Plan (External Audit)	✓	Budget Monitoring	✓	Q2/3 Performance Report Performance Presentation: Adult Services (ADRS, Complex Needs, Mental Health) Attendance Management	✓ ✓ ✓	Clinical and Professional Quarterly Assurance Statement Risk Management Quarterly Update Care Inspectorate Activity: Older People's Residential and Day Care Services Care Inspectorate Activity: Children's Residential Services Social Care Purchased Service Review Activity Mental Welfare Commission Visits IJB Finance, Audit and Scrutiny Committee Annual Assessment Update	✓ ✓ ✓ ✓ ✓ ✓ ✓