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

IJB-FASC (M) 10-09-2025

Minutes of a hybrid meeting held at 9.30am on Wednesday 10th September 2025.

Present:

Voting Members

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
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In Attendance:

Steven Blair	Business Development Manager
Jillian Campbell	Chief Internal Auditor
Craig Cowan	Head of Business Development / Standards Officer
Alison Cowper	Head of Children's Services (North West)
Lorraine Cribbin	Interim Chief Nurse
David Fernie	Principal Officer, Commissioning Development
Duncan Goldie	Planning and Performance Manager
Dominique Harvey	Head of Planning & Strategy (Children's Services & North East Locality)
Gillian Hennon	Interim Assistant Chief Officer, Finance
Rob Jones	External Auditor (Ernst & Young)
Tracy Keenan	Assistant Chief Officer, HR
Claire MacLachlan	Governance Support Officer (minutes)
Rhoda MacLeod	Head of Adult Services (Sexual Health, Police Custody & Prison Healthcare)
Nikki McColl	Senior Audit Manager, Internal Audit
Grace Scanlin	External Auditor (Ernst & Young)

Apologies:

Cllr Chris Cunningham	Councillor, Glasgow City Council
Ketki Miles	NHSGG&C Board Member
David Reilly	Independent Sector Representative

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 11th June 2025 were approved as an accurate record.

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4. Matters Arising GCIJB Finance, Audit and Scrutiny Committee (FASC) – Annual Effectiveness Survey and Training Needs Assessment: Craig Cowan updated that due to only 3 FASC Members completing the survey, it was reopened and issued to FASC Members. The Chair advised that all FASC Members require to complete the survey to allow Officers to draft the FASC Annual Assessment report for the IJB, and it was therefore agreed that the Chair would write to the Members who haven't completed the survey, to ask them to do so.	Chair
5. Rolling Action List Craig Cowan presented the Rolling Action List advising that the undernoted action is now closed. Action Ref No. 84 – Matters Arising – Officers to reflect on the rationale for actions on the minute being reflected on the Rolling Action List (RAL) to ensure an audit trail of actions going forward. All actions that are allocated to Officers or Members, where completion or update is required, to be reported back to FASC will be recorded on the Rolling Action List. It was agreed that this action can close, and Officers and Members will monitor the new arrangements and agreed to keep under review. Action Ref No. 85 – Performance Presentation: Homelessness – Members requested an update to a future FASC or Development Session on the Housing First model. Officers advised that this item has been added to IJB Forward Planner as a topic for a future IJB Development Session. It was agreed that this action would remain open until a date has been established. Action Ref No. 86 – Performance Presentation: Homelessness – Members requested a breakdown of the numbers in B&B/Hotel accommodation, including single women, pregnant women and families. Officers confirmed that the requested breakdown was circulated to Members on 2nd July 2025 and the action is now closed.	
6. Internal Audit – Assurance Report – Performance Management Jillian Campbell presented a report detailing the internal audit work undertaken in relation to Performance Management Arrangements. Auditors highlighted that based on the audit work carried out a reasonable level of assurance can be placed upon the control environment. The audit has identified some scope for improvement in the existing arrangements with two recommendations noted within the action plan which management should address.	

The IJB Finance, Audit and Scrutiny Committee:

a) Noted the contents of the report.

7. Internal Audit – Follow Up Report (01 April 2025 – 31 August 2025)

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

Auditors highlighted during the period from 1st April 2025 to 31st August 2025, seven recommendations were added to the register but only one of these fell due which is the property repairs and maintenance charges. Discussions have taken place with the HSCP and City Building, and due to the complexity of the issues being considered, further time is required to collaboratively develop, amend, and update the Service Level Agreement appropriately, and it was agreed to revise the date to 31st January 2026.

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 the outstanding recommendation.

8. Internal Audit Plan Update Report 2025-26

Jillian Campbell presented a report updating on the progress of the Internal Audit Plan for 2025/26.

Auditors highlighted that the 2025/26 Audit Plan was reported to the Committee in April 2025, however the audit plan is kept under review to ensure that it remains relevant and fit for purpose. Following discussions with the Chief Officer and Depute Chief Officer Finance and Resources, Auditors have undertaken a risk-based review and intend to amend the 2025/26 plan as detailed below:

- Financial Sustainability / Planning – Defer to 2026/27 - to be replaced with review of service prioritisation.
- Integration Scheme Compliance – Defer to future year - new Integration Scheme still to be published.
- Flexible Capacity – Use some of this time for a review of high-cost care packages as requested at a previous FASC.
- Service Prioritisation – New Audit - to provide assurance on the modelling and governance arrangements for the current Service Prioritisation work that is progressing at pace within the HSCP.
- Governance Arrangements – New Audit - to provide assurance on the governance arrangements that are in place to ensure that they are fit for purpose.

The IJB Finance, Audit and Scrutiny Committee:

- a) Approved the proposed changes to the Glasgow City IJB Internal Audit Plan for 2025/26; and**
- b) Noted that the Chief Internal Auditor will submit further reports on the progress of the audit plan to future Finance, Audit and Scrutiny meetings.**

9. Ernst & Young – Annual Audit Report 2024-25

Rob Jones presented the Annual Audit Report for 2024-25 and highlighted the following.

In concluding the audit of the financial statements of Glasgow City Integration Joint Board for the year ended 31st March 2025, the draft financial statements and supporting working papers were of a good quality and Auditors identified no adjusted or unadjusted differences arising from the audit which require to be reflected within the financial statements.

In accordance with the CIPFA Code of Practice on Local Government Accounting, the IJB prepares its financial statements on a going concern basis unless informed by the Scottish Government of the intention for dissolution without transfer of services or function to another entity. The IJB has concluded that there are no material uncertainties around its going concern status.

The IJB reported on progress against its Strategic Plan 2023-28 within the Annual Performance Report. Performance against key performance indicators is mixed, reflecting the increased complexity and demand pressures for services provided by the IJB, but overall performance improved against the prior year despite the significant savings and delays to recruitment that were necessary to deliver the Board's budget strategy in 2024/25. Overall Auditors concluded that IJB's performance management and financial reporting framework allows the Board to demonstrate that it meets its Best Value responsibilities.

The financial outlook for the IJB remains very challenging. The Board faces a projected £118 million funding gap in the three-year period to 2027/28. In recognition of the scale of the challenge ahead, the IJB recently commenced a service prioritisation process to identify the services that have the greatest impact and outcomes, to support a wider financial reset. Very difficult decisions therefore lie ahead for IJB Members at a time of significant uncertainty.

Auditors thanked Duncan Black, Gillian Hennon, Margaret Hogg, and the wider Finance Team for their support with the audit.

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the contents of the report and approved onward submission to the IJB.**

10. Audited Annual Accounts

Duncan Black presented the Audited Annual Accounts for the year ended 31st March 2025.

The IJB Finance, Audit and Scrutiny Committee:

- a) Considered the audited Annual Accounts 2024-25; and**
- b) Remit the audited annual accounts and the associated Annual Audit Report from Ernst & Young to the IJB for approval and signature.**

11. Glasgow City Integration Joint Board Budget Monitoring for Month 3 and Period 4 2025-26

Gillian Hennon presented a report outlining the financial position of the Glasgow City IJB as at 27th June 2025 for Council and 30th June 2025 for Health and highlights any areas of budget pressures and actions to mitigate these pressures.

Officers highlighted the net expenditure is £0.912m lower than budget to date.

Prescribing is currently reporting an underspend of £3.636m. Volumes and prices are trending lower than anticipated when budgets were set, albeit it is early in the year, and as more data is received this will be factored into forecasted figures.

Children and Families is currently reporting an overspend of £0.891m and Officers provided assurance that this is being discussed with the Assistant Chief Officer (ACO) for Children's Services, requesting a recovery plan in year to bring this back in line.

Adult Services is also currently reporting an overspend of £2.056m and discussions are ongoing with the ACO for Adult Services regarding putting measures in place for bank agency costs, and supporting the modelling around qualified nurses, etc. to bring this back in line.

The IJB Finance, Audit and Scrutiny Committee:

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

12. HSCP Performance Report Q1 2025-26

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 1 of 2025-26.

At Q1, 57.8% of indicators were Green; 36.7% 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 16 indicators since the last report. Of these, performance improved for 9 and declined for 7.

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

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 Lead for Children's Services (at Item 13).**

13. Performance Presentations

Children's Services

Alison Cowper and Dominique Harvey delivered a presentation on Children's Services performance. The presentation is available on the Glasgow City HSCP [website](#).

Members highlighted the 60% target in relation to Scottish Children's Reporter Administration (SCRA) reports submitted by due date, noting this is a low target and questioned why this is not being met. Officers advised that the caveat to this performance indicator is that these are newly generated reports and agreed that the 60% target does look low and achievable, but analysis over previous years has shown that isolated teams with busy challenging caseloads are unable to achieve this. There is a need to reapply a greater level of scrutiny to this, with a shift in practice over previous years.

The Chair noted that he visited the Children's House at Norse Road, which previously scored 2 (weak – priority action required) from the Care Inspectorate inspection, and now has a positive score of 4-5 (good – very good). The Chair highlighted that he was impressed by the nurture approach in children's houses.

14. Attendance Management

Tracy Keenan presented a report providing an overview of the key HR metrics relating to Attendance Management in Quarter 1 (April - June 2025) as well as performance, notable key issues and the implications for Glasgow City HSCP.

Officers highlighted the continued reduction in absence in Social Work and Health. The spotlight areas in the report this quarter are Older People Residential and Day Care (Social Work) and Addictions – Community (Health).

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.**

15. Recruitment to Depute Chief Officer, Operations and Governance Chief Social Work Officer; and Depute Chief Officer, Strategy, Innovation and Best Value

Tracy Keenan presented a report noting the approval from the Chair and Vice Chair of the IJB Finance, Audit and Scrutiny Committee, on the grounds of urgency, to proceed with a recruitment process to the role of Depute Chief Officer, Operations and Governance / Chief Social Work Officer and Depute Chief Officer, Strategy, Innovation and Best Value (3-year fixed term).

Officers advised that the interviews for Depute Chief Officer, Operations and Governance took place on 1st September 2025, and the preferred candidate is Kelda Gaffney. Interviews for Depute Chief Officer, Strategy, Innovation and Best Value took place on 2nd September 2025, and the preferred candidate is Stephen Fitzpatrick. Both posts are subject to approval at the IJB on 24th September 2025.

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the approval of the Chair and Vice Chair of IJB FASC, on the grounds of urgency, of the membership of the Appointments Panel; and commencement of the recruitment process for the roles of Depute Chief Officer, Operations and Governance / Chief Social Work Officer and Depute Chief Officer, Strategy, Innovation and Best Value.**

16. Joint Inspection of Services for Children and Young People at Risk of Harm in Glasgow City

Alison Cowper presented a report providing an update following the joint inspection of services for children and young people at risk of harm in Glasgow City, which GCHSCP took part in as one of the key community planning partners across the city supporting children and young people.

Officers highlighted that following the joint inspection, Glasgow received an evaluation of “Good” for Quality Indicator 2.1. An evaluation of Good reflects performance with several important strengths that, taken together, clearly outweigh areas for improvement. These strengths have a significant positive impact on the experiences and outcomes of children and young people.

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However, further improvements are required to maximise wellbeing and ensure consistently positive experiences across all services.

Members congratulated the team on the complexity of the work that had to be done to pull the evidence together.

Members questioned if the improvement plan being developed by the Community Planning Partnership requires to be presented to this Committee. Officers advised that the governance route for the improvement plan would be to report into the Chief Officers Group.

There was a discussion regarding actions that arise from audits and inspections and how the Committee have oversight on the progress of the actions, and it was agreed that Officers would look at how to capture all actions and present to the Committee to ensure scrutiny on a 6 monthly basis.

Officers

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the contents of the report; and**
- b) Noted the requirement for Glasgow Community Planning Partnership to develop an improvement plan.**

17. HIS Inspection of Prison Healthcare Service in HMP Barlinnie

Rhoda MacLeod presented a report advising of the outcome of formal inspection activity within Prison Healthcare in 2024; and ongoing work to ensure improved and sustained performance.

Officers highlighted that on 23rd July 2025, the Inspection Team confirmed that they had reviewed the action plan and were content with how the recommendations have been addressed and the progress made to date. They will not be requesting any further information or planning any follow-up engagement at this stage. Progress on the Action Plan will be monitored by the Prison Healthcare Management Team on an ongoing basis.

Officers advised, as discussed in the previous item, they would capture the actions within the plan for the 6 monthly report to the Committee.

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted findings of the most recent inspection activity; and**
- b) Noted an action plan has been developed to ensure ongoing sustainable service improvement.**

18. Review and updates to the Contract Management Framework

Gillian Hennon presented a report advising of the review of the Contract Management Framework for social care purchased services and seeking approval for the proposed updates to the Contract Management Framework

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including the introduction of an approach to Supplier Relationship Management.

The report also seeks approval that the Contract Management Framework is to be reviewed on a three yearly basis. Officers may make minor updates within that period but any significant or material changes will be brought before the Committee for approval.

The IJB Finance, Audit and Scrutiny Committee:

- a) **Noted the contents of the report;**
- b) **Approved the updated Contract Management Framework and timescale for implementation; and**
- c) **Approved the Contract Management Framework to be reviewed on a three yearly basis. Officers may make minor updates within that period but any significant or material changes required will be brought before the Committee for approval.**

19. Clinical and Professional Quarterly Assurance Statement

Lorraine Cribbin presented the quarterly clinical and professional assurance statement for the period 1st April 2025 – 30th June 2025.

The IJB Finance, Audit and Scrutiny Committee:

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

20. Risk Management Quarterly Update Q1 2025-26

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 HSCP. The report covers the review carried out in respect of changes to risk in Quarter 1 (1 April 2025 to 30 June 2025).

Officers highlighted the new format of the risk register within the appendix and proposed this way of presenting the risks going forward.

Members agreed to the new format of the risk register, noting this is much more accessible and easier to digest the information, and suggested a review of this in 6-12 months.

Members highlighted the risks that have the highest score of 25 and asked Officers to look into this. Officers assured Members that they are reviewing these risks with the risk owners.

The IJB Finance, Audit and Scrutiny Committee:

- a) **Noted the contents of the report; and**

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- b) Noted the risks on the IJB Risk Register at the end of Quarter 1 2025-26.**

21. IJB Risk Policy Review – Short Life Working Group Proposal

Steven Blair presented a report seeking approval to carry out a full review of the IJB's Risk Management Policy & Strategy and to explore options for development of a risk appetite statement for the IJB.

Officers highlighted that they met with the Chair on 29th July 2025 to discuss options for carrying out a major review of the Policy, and it was agreed that a proposal to establish a Short Life Working Group (SLWG) for this purpose would be put forward for consideration. If this proposal is agreed, an invitation to express interest in participating will be circulated to all IJB members, with confirmation of membership by the end of September 2025. A Chair for the SLWG will be agreed once membership is confirmed.

The Chair advised that the meeting was no longer quorate and therefore requested for the report to be circulated to FASC Voting Members seeking approval via email within one week to ensure there is no delay in establishing the SLWG. Officers agreed to take this forward.

Officers

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the content of the report; and**
- b) Approved the proposal to establish a Short Life Working Group as set out in this report, post meeting due to quorum issues.**

22. Next Meeting

The next meeting was noted as Wednesday 22nd October 2025 at 9.30am.

The Chair noted that this would be the last meeting for Tracy Keenan, Assistant Chief Officer, HR and thanked her for her contributions and wished her well for the future.