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Glasgow City Integration Joint Board
Finance, Audit and Scrutiny Committee

IJB-FASC (M) 22-10-2025

Minutes of a hybrid meeting held at 9.30am on Wednesday 22nd October 2025.

Present:

Voting Members

Graham Haddock OBE	NHSGG&C Board Member (Chair)
Bailie Ann Jenkins	Councillor, Glasgow City Council (Vice Chair)
Ketki Miles	NHSGG&C Board Member
Paul Ryan	NHSGG&C Board Member

Non-Voting Members

Duncan Black	Depute Chief Officer, Finance & Resources
David Reilly	Independent Sector Representative

In Attendance:

Andrew Beattie	HSCP Lead Pharmacist
Steven Blair	Business Development Manager
Lara Calder	Primary Care Improvement & Development Manager
Craig Cowan	Head of Business Development / Standards Officer
Kelda Gaffney	Depute Chief Officer, Operations & Governance / Chief Social Work Officer
Richard Gass	Welfare Rights & Money Advice Manager
Duncan Goldie	Planning and Performance Manager
Gillian Hennon	Interim Assistant Chief Officer, Finance
Julie Kirkland	Senior Officer, Governance Support
Carolyn MacInnes	Primary Care Improvement Team
Claire MacLachlan	Governance Support Officer (minutes)
Clare McWilliams	Principal Officer, Complaints, FOI & Investigations Team
Fiona Moss	Head of Health Improvement & Equalities
John O'Dowd	Clinical Director
Grace Scanlin	Ernst & Young (External Auditor)

Apologies:

Cllr Chris Cunningham	Councillor, Glasgow City Council
Cllr Jon Molyneux	Councillor, Glasgow City Council

ACTION

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 10th September 2025 were approved as an accurate record.

4. Matters Arising

Internal Audit Plan Update Report 2025-26:

The Chair advised that following discussion at the Glasgow City IJB on 24th September 2025 it was agreed that the decision making and governance around Scottish Huntington's Association would be referred to Internal Audit to undertake a review.

The Depute Chief Officer, Finance and Resources has passed the referral to the Chief Internal Auditor and asked that this review is prioritised.

A Terms of Reference for the review will be developed by Internal Audit, and the Chief Internal Auditor has confirmed the review will take place over the next 3-4 weeks with the aim of a report being presented to IJB FASC in December 2025.

5. Rolling Action List

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

Action Ref No. 85 – Performance Presentation: Homelessness – Request for an update to a future FASC or Development Session on the Housing First model. Officers advised that this item has been added to the IJB Forward Planner as a topic for a future Development Session, and the action will remain open until a date has been established.

Action Ref No. 87 – Matters Arising – GCIB Finance, Audit and Scrutiny Committee (FASC) Annual Effectiveness Survey and Training Needs Assessment. Officers confirmed that the Chair wrote to Members who had not completed the survey, to ask them to do so, on 10th September 2025. It was agreed that this action can close.

Action Ref No. 88 – Officers to look at how actions that arise from audits and inspections are captured and presented to the Committee to ensure scrutiny on a 6 monthly basis. Officers advised that it is the intention is to include updates on a 6-monthly basis for actions arising from Inspections and other similar third line functions. This will be to ensure the Committee is sighted on any significant slippages. This will dovetail with executive governance arrangements to avoid duplication of effort. These are currently being reviewed following the Executive restructure.

The Chief Social Work Officer confirmed that inspection activity in general is captured within the Clinical and Professional Quarterly Assurance Statement and sought permission to review the current format of the report and bring back a suggestion to the next meeting on how to capture this action. Members agreed.

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Action Ref No. 89 – IJB Risk Policy Review – Short Life Working Group (SLWG) Proposal – Due to the last meeting no longer being quorate when the paper was presented, Officers circulated the report to FASC Voting Members on 10th September 2025 seeking approval via email within one week to ensure there was no delay in establishing the SLWG. Three responses were received from Voting Members, and therefore the recommendations were approved. An email was issued to IJB Members on 17th September seeking volunteers for the SLWG.

Officers updated that four IJB Members have now volunteered for the SLWG, and the Chair asked that the first meeting is scheduled before the festive break.

6. Glasgow City Integration Joint Board Budget Monitoring for Month 5 and Period 6 2025-26

Gillian Hennon presented a report outlining the financial position of the Glasgow City Integration Joint Board as at 22nd August 2025 for Council and 30th August 2025 for Health and highlights any areas of budget pressures and actions to mitigate these pressures.

Officers highlighted that the net expenditure is £1.334m higher than budget to date. The Integration Transformation Board continues to meet to secure the delivery of in-year savings. The overall savings target for 2025-26 is £39.683m. At this stage of the year, it is anticipated that actual savings realised will be £35.494m, representing 89% of the target.

Prescribing is currently reporting an underspend of £3.976m. Volumes and prices are trending lower than anticipated when budgets were set. It is anticipated that this trend will not continue and as more data is received this will be factored into forecasted figures.

Further detail was sought on the tariff adjustment for the National Resource Allocation Formula for prescribing. Officers advised that there has been a change nationally in relation to the tariff applied to purchasing and the Scottish Government made a decision to reduce the available tariff. Notification was only received in August so it will potentially impact the full year, therefore budgets have been adjusted accordingly. Tariffs are monitored by Public Health Scotland.

Members highlighted the service areas that are currently overspent and questioned what steps are being taken to bring them back in line. Officers advised that discussions are ongoing with Assistant Chief Officers and provided assurance that governance arrangements are in place and this is scrutinised. Service provision and redesign will be picked up as part of the service prioritisation process going forward.

The IJB Finance, Audit and Scrutiny Committee:

a) Noted the contents of the report.

7. HSCP Performance Report Q1/2 2025-26

Duncan Goldie presented the Joint Performance Report for the Health and Social Care Partnership for Quarter 1/2 of 2025-26 for Primary Care and Health Improvement only.

At Q1/2 for Primary Care and Health Improvement, 77.8% of indicators were Green; and 22.2% Red. 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.

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the Interim 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 Primary Care and Health Improvement (at Item 8).**

8. Performance Presentations

Primary Care

Kelda Gaffney and Andrew Beattie delivered a presentation on Primary Care performance. The presentation is available on the Glasgow City HSCP [website](#).

Members highlighted the challenges of the Reduced Working Week with 177 hours to be lost city wide and questioned if this is the final figure. Officers confirmed this is the final figure for 36hrs. A decision was taken at government level to do a full 1 hour reduction for 2026/27. Work is underway on the impact of this reduction.

There was a discussion regarding compliance with the formulary preferred list. Officers provided assurance that compliance is monitored via a dashboard, and the central team continue to engage with prescribers. There is a proposal to establish a Regional Formulary Committee and Officers are liaising with other boards to see if they are in alignment.

Health Improvement

Fiona Moss delivered a presentation on Health Improvement performance. The presentation is available on the Glasgow City HSCP [website](#).

Members highlighted that funding streams for Health Improvement are short term, but the Scottish Government (SG) Population Health Framework requires sustained funding and questioned what the IJB and HSCP need to do to secure reliable, sustainable funding streams. Officers agreed that non-recurring funding is unhelpful and the evidence regarding the benefits of Health Improvement services will be taken into consideration in the Service Prioritisation work.

9. Health and Social Care Partnership Complaints Annual Report 2024-25

Clare McWilliams presented a report on complaints activity for social care complaints and health complaints in Glasgow City Health and Social Care Partnership for the period 1st April 2024 – 31st March 2025.

Officers highlighted that volumes of Social Work complaint activities increased in 2024/25, rising by 14% from 676 in the previous year to 769. For NHS complaints, 508 of 861 completed complaints (59%) were responded to within the relevant timescales. This is a continued decline from 63% completed on time the previous year.

Performance against timescale for stage 2 investigations of complaints has improved very slightly in 2024-25, from 61% in the previous year to 62%. While not a significant increase in compliance, and below the target of 70% compliance, current rate of compliance is attributed to the high volume of Stage 2 complaints, and also to the ongoing challenge of the volume of work unrelated to complaints handled by the team in relation to the Subject Access process. Significant additional resource has now been secured and introduced, however the focus of staff will remain on Subject Access Request (SAR) processing until sufficient progress has been made in that regard, and so this additional resource is not projected to significantly impact on Stage 2 compliance in quarters 3 and 4 of 2025-26.

The Chair highlighted the new system for recording, Granicus (a common complaints recording system across GCC), which is due to be rolled out on 26th November 2025 and questioned what impact this will have. Officers confirmed that the main impact and benefit will be on the reporting aspect.

Members questioned if the additional staffing resource to support SAR activity has impacted the backlog. Officers advised that 6 new staff members have been recruited, with more to follow, and the impact has been immediate and significant particularly in relation to admin support in terms of redaction. Officers updated on AI smart box software that is being explored, but due to issues highlighted by the Data Protection Officer in the Council regarding data processing, this has been delayed but it is hoped it will provide 15-20% efficiencies when available for use.

The Depute Chief Officer, Finance and Resources, provided assurance on the level of oversight and scrutiny that is undertaken regarding the SAR backlog. Members and Officers noted the importance of this work, highlighting the challenges the team face, and thanked them for their continued hard work.

The IJB Finance, Audit and Scrutiny Committee:

a) Noted the contents of the annual Health and Social Care Partnership Complaints Report and the two appendices.

10. Welfare Rights and Money Advice Performance Report 2024-25

Richard Gass presented a report on the performance of Glasgow City Health and Social Care Partnership's (HSCP) Welfare Rights and Money Advice Team for 2024-25, including details of money advice provision commissioned by the Health Improvement Team.

Collectively across the teams the total referrals to the Welfare Rights and Money Advice Service were similar to last year. There were fewer full assessments as many service users were already receiving their full benefit entitlement. Where the service was able to identify claims for benefit the results recorded show a higher income generation than last year.

Members noted it is encouraging to see people are getting the help to access the benefits they are entitled to and thanked the Welfare Rights and Money Advice Team for their critically important work.

The IJB Finance, Audit and Scrutiny Committee:

a) Noted the contents of the report.

11. IJB Property Strategy 2023-2026 – Update

Gillian Hennon presented a report updating on the progress of the Integration Joint Board's Property Strategy 2023-2026.

Officers updated that during the period October 2024 to September 2025 the building works on the North East Health and Social Care Hub (the Hub) on the site of the former Parkhead Hospital completed. The Hub opened to the public on 27th January 2025 and is the largest of its kind in the UK. Phase 3 works (main car park) are due for completion in December 2025. Officers also highlighted that the Hub won the Public Sector Project of the Year Royal Institution of Chartered Surveyors (RICS) Award, which is a significant achievement.

The HSCP has received £9m capital allocation over the period 2025-26 to 2027-28 from Glasgow City Council and are currently working up Outline Business Cases to allocate this funding and are awaiting an update from NHS GGC regarding any allocation of capital funding from the Scottish

Government (SG). It is acknowledged that the HSCP Property Strategy will be impacted by the current financial pressures the HSCP is operating within. This current envelope will not be sufficient to meet the full expectations of services. The Property Team will continue to support services with the current estate and review, reprioritise and reforecast property strategy objectives in line with the financial position.

Members highlighted that Glasgow City region received £20m from the UK Government and questioned if the IJB will receive any of this as part of capital funding. Officers advised that there has been no allocation to the IJB at this time.

Discussion took place on the condition of some properties within the estate and how these are prioritised for investment. Officers advised that the Property Team have oversight for buildings and the facility management service who work with care groups to relation to issues that need to be addressed in buildings. Projects are constantly reviewed and prioritised depending on need and demand and adapted as required.

Clarity was sought on the minibus fleet in terms of ensuring they are LEZ compliant. Officers confirmed that fleet procurement is managed within the Council on the HSCPs behalf. Older minibuses are scheduled to be replaced, and the service have the ability to bring in short term hires to ensure compliance.

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the contents of the report; and**
- b) Noted that this report provides monitoring and scrutiny of the IJB's Property Strategy.**

12. Duty of Candour

Kelda Gaffney presented a report informing of Duty of Candour cases identified within Glasgow City HSCP and of the requirements for annual reporting to the Scottish Government (SG).

Officers highlighted that as an organisation delivering regulated activities, the HSCP is legally compelled to fulfil the Duty of Candour requirements. This includes ensuring all incidents are identified, investigated, and reported appropriately, and that learning from such events is disseminated to prevent recurrence.

There is currently no process in place to apply Duty of Candour assessment for Social Work Services (SWS). An urgent review of policies will be undertaken by end of 2025 in order that cases can be reported for the following year where SWS are involved with service users who come to harm.

NHS Duty of Candour cases are identified from Datix, the risk management and incident reporting system that records events that could impact patient safety, staff wellbeing and significant property issues. Where patient harm is identified in line with the criteria, consideration is given to the commissioning of a Significant Adverse Event Review (SAER). Duty of Candour is considered both at the point of initial review of the incident and during the SAER investigation.

Officers highlighted the significant difference between Acute and Community SAERs, advising that the investigation in the community is more detailed and can reach across 3 or 4 care groups which can create delays in the investigatory part.

Clarity was sought on whether the Social Work Duty of Candour process will be a local process or national. Officers confirmed that they will discuss this at the national Chief Social Work Officer group to ensure the process is being managed in a consistent way and will provide an update to the Committee in the next annual report to FASC.

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the contents of the report;**
- b) Noted the draft report to the Scottish Government (Appendix 1); and**
- c) Noted next steps to ensure robust reporting and monitoring.**

13. Strategic Plan Monitoring Report – October 2025

Steven Blair presented the Strategic Plan Monitoring Report, updating on progress with implementation of the Strategic Plan 2023-28.

Members highlighted the two-year extension of the plan and questioned if any additional activities have been added. Officers advised that activities for years 4 and 5 have still to be identified. There are activities from years 1-3 that have been delayed and will be changed to be complete by year 4 or 5. There are also activities that will never be complete, due to their nature as ongoing work.

There was a discussion regarding the Service Prioritisation programme and how this may impact on all strategies. Officers advised this is still being finalised and one of the critical success factors will be strategic alignment. The strategic priorities will impact the scoring of service prioritisation alongside other factors.

Members commended the progress and the inclusion of the case studies.

The IJB Finance, Audit and Scrutiny Committee:

- a) Noted the contents of the Strategic Plan Monitoring Report.**

14. Independent National Whistleblowing Officer (INWO) Report and HSCP Response – Update

John O'Dowd presented a report updating on the Independent National Whistleblowing Officer (INWO) report, published on 30th April 2025 and the HSCP's response to this.

Following submission on 23rd June 2025, correspondence from INWO was received by NHS GGC and the GCHSCP Chief Officer on 1st July 2025 confirming that a review of the evidence had been undertaken and INWO were satisfied to sign off Recommendations 1 and 2, and the first element of Recommendation 3 as complete. INWO also advised that they would confirm this to the complainant at their request.

The remaining element of Recommendation 3 (completion of Health Needs Assessment) is due to be submitted by 28th October. Officers confirmed that this is on target for completion by the required deadline.

The IJB Finance, Audit and Scrutiny Committee:

a) Noted the contents of the report.

15. Next Meeting

The next meeting was noted as Wednesday 10th December 2025 at 9.30am.