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

**IJB-FASC (M) 10-12-2025**

Minutes of a hybrid meeting held at 9.30am on Wednesday 10<sup>th</sup> December 2025.

**Present:**

**Voting Members**

Martin Cawley	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)
Ketki Miles	NHSGG&C Board Member
Cllr Jon Molyneux	Councillor, Glasgow City Council

**Non-Voting Members**

Duncan Black	Depute Chief Officer, Finance & Resources
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**In Attendance:**

Jillian Campbell	Chief Internal Auditor
Amanda Clarke	Assistant Chief Officer, Finance
Craig Cowan	Head of Business Development / Standards Officer
Stephen Fitzpatrick	Depute Chief Officer, Strategy, Innovation and Best Value
Kelda Gaffney	Depute Chief Officer, Operations & Governance / Chief Social Work Officer
Duncan Goldie	Planning and Performance Manager
Julie Kirkland	Senior Officer, Governance Support
Karen Lockhart	Assistant Chief Officer, Adult Services
Claire Maclachlan	Governance Support Officer (minutes)
Emma McVey	Ernst & Young (External Auditor)
Stephen McVey	Service Manager, Centre Services
Derek Noble	Head of HR

**Apologies:**

David Reilly	Independent Sector Representative
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**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 22<sup>nd</sup> October 2025 were approved as an accurate record.

**ACTION**

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	<b>ACTION</b>
<p><b>4. Matters Arising</b></p> <p>Item 5 – Rolling Action List: The Chair updated that the IJB Risk Policy Review Short Life Working Group is now up and running and the first meeting took place on 24<sup>th</sup> November 2025.</p> <p>Item 9 – Health and Social Care Partnership Complaints Annual Report 2024-25: The Chair requested an update on the new Granicus system and whether it was rolled out on 26<sup>th</sup> November 2025. Officers advised that the timescale has been revised to January 2026 and would clarify the reason for this.</p>	<b>Officers</b>
<p><b>5. Rolling Action List</b></p> <p>Craig Cowan presented the Rolling Action List advising of the following.</p> <p>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.</p> <p>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 work is ongoing to establish the best way to capture and articulate this information.</p> <p><b>6. Internal Audit Update (1 June 2025 – 30 November 2025)</b></p> <p>Jillian Campbell presented a report with details of 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 (IJB).</p> <p><b>The IJB Finance, Audit and Scrutiny Committee:</b></p> <p><b>a) Noted the contents of the report.</b></p>	
<p><b>7. Glasgow City Integration Joint Board Budget Monitoring for Month 7 and Period 8 2025-26</b></p> <p>Duncan Black presented a report outlining the financial position of the Glasgow City IJB as at 17<sup>th</sup> October 2025 for Council and 30<sup>th</sup> October 2025 for Health and highlights any areas of budget pressures and actions to mitigate these pressures.</p> <p>Officers highlighted that the net expenditure is £0.297m lower 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 £35.609m, representing 90% of the target. The unachieved</p>	

savings target from prior years is £1.462m. At this stage of the year, it is anticipated that £1.162m is forecast to be achieved.

A review of the outturn has been undertaken and a projected overspend of £6.9m is forecast. On 1<sup>st</sup> April the IJB had a balance of £24.279m in general reserves. The 2025-26 budget strategy plans to deliver an underspend of £8.3m to support budget smoothing in relation to 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. The current forecast overspend position represents a risk to this strategy.

Members highlighted the overspend in Adult Services relating to employee costs for bank staff and asked what is being done to address this. Officers advised that this relates to inpatient mental health services and the use of bank nursing staff which has been incurred due to consistently high numbers of observations, sick leave and vacancy cover. There is a recovery plan in place for Adult Services with clear actions to address this.

Officers responded to questions regarding the underspend in Prescribing and the outturn position if this continues and advised that they receive the flow of information through from the Scottish Government to the NHSGGC Board. The volume and costs continue to be lower than anticipated and it is expected that this will continue until year end.

Members questioned if the funding for prescribing can be used to offset pressures elsewhere in the system, such as mental health. Officers confirmed that there is no ringfencing of funding relating to prescribing.

With regards to the prescribing forecast, Members highlighted the price increase for obesity drugs and Officers advised that they are mindful of the potential increase and will take advice from prescribing colleagues regarding pressures for next year.

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

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

**8. HSCP Performance Report Q2 2025-26**

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

At Q2, 58.9% of indicators were Green; 37.8% Red; and 3.3% 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.

Officers highlighted that there is a significant amount of work ongoing with regards to delayed discharge pressures, and there is a focus on Adults with Incapacity. There is close working with the Health Board, and throughput and flow is closely monitored.

Members highlighted the target relating to the percentage of instances where emergency accommodation is required and an offer is made. As this is a statutory duty, and not being met, Members questioned what engagement is taking place with the Scottish Government on this. Officers advised that the scale of the challenge within Homelessness is significant and there is a huge amount of work ongoing in this area, as well as regular meetings with the Cabinet Secretary, senior politicians in the Council and the HSCP Chief Officer.

Officers provided an update regarding the Red indicators for Business Processes, recognising the challenge within the area of Complaints, FOIs, and Subject Access Requests. There are clear requirements to improve performance with a focus to meet targets and Officers meet with the team regularly to discuss this. It is hoped to reach regulatory requirements by March 2027, with additional staff in the team. Officers will continue to provide updates to the Committee on the progress.

**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 Adult Services and Justice Services (at Item 9).**

**9. Performance Presentations**

**Adult Services**

Karen Lockhart delivered a presentation on Adult Services performance. The presentation is available on the Glasgow City HSCP [website](#).

Members highlighted the challenge within Prison Health Care regarding internal NHS appointment cancellations remaining high due to prison officer escorting challenges and lack of room availability and questioned what is being done to address this. Officers advised that they are trying to improve flow regarding oral health. There was a reduction in dentistry in HMP Greenock due to issues with the building. Prisoners can also refuse to take appointments. Incentives are being looked at. With regards to NHS appointments, Officers are developing an action plan as there are challenges with transport and escorts and sufficient notice being given for appointments.

**ACTION**

Detail was sought on the learning disability day care estate and those buildings in poor condition. Officers updated on 3 capital bids that have been put forward. Meanwhile, work continues to improve the fabric of the current day services buildings and other facilities across the HSCP estate are being explored that can be utilised to ensure a better environment and facilities for current day service users.

Ketki Miles requested an update regarding the strategic direction for Sexual Health Services and Officers agreed to discuss offline.

Officers

**Justice Services**

Stephen McVey delivered a presentation on Justice Services performance. The presentation is available on the Glasgow City HSCP [website](#).

Members highlighted the early release of prisoners to relieve pressure in the prison estate and questioned if this puts additional pressure on HSCP services. Officers advised that this does not impact on Justice Social Work, but will impact on wider HSCP services, for example, Homelessness, Addiction Services, etc.

Members questioned how Officers will evaluate the progress around trauma-informed approaches with regards to Domestic Abuse. Officers advised that there is a 5-year Domestic Abuse Strategy and there will be an update on the progress provided to the IJB in 2026

**10. Glasgow City HSCP Performance Management Culture**

Kelda Gaffney presented a report updating on the work in progress, led by the Chief Officer, to review and refresh the performance management culture operating within the HSCP.

The Chief Officer has actively revisited the HSCP performance management arrangements with a particular focus on culture and accountability to provide additional assurances in relation to improved outcomes and ensure officers retain a focus on improving performance as a core and routine part of their role. Work to progress this will continue into 2026 but as a preliminary exercise a review of some of the KPIs which have not experienced significant positive movement over a sustained period was undertaken to identify any patterns that might point to areas of development in relation to how KPIs are progressed between formal reports/meetings. This review looked at the narrative provided on request by officers in preparation for the quarterly performance reports. Some of the findings of that review are included within the report.

The Chief Social Work Officer will oversee implementation of a range of associated actions agreed by the Executive Leadership Team. The action, indicative timelines for implementation and responsible officers are outlined

within the report. In the coming months work will progress to refine these actions, which will be subject to regular review.

The Chief Officer will continue to progress work with the Executive Management Team and wider Senior Management Team of the HSCP to identify and progress activity to further embed a performance culture within the HSCP that facilitates meeting the performance expectations of the IJB and contributes to delivery of the Strategic Plan. Further reports will be provided to the Committee as required to update Members on this important area of work to provide assurance that high and improved standards of performance are a priority for the HSCP.

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

- a) Noted the contents of the report;**
- b) Noted the work undertaken so far to baseline performance arrangements and the planned actions identified to further embed a performance culture within the HSCP; and**
- c) Requested that the Depute Chief Officer/Chief Social Work Officer provides an update report on implementation.**

**11. Attendance Management**

Duncan Black presented a report providing an overview of the key HR metrics relating to Attendance Management in Quarter 2 (July – September 2025) as well as performance, notable key issues and the implications for Glasgow City HSCP.

Members questioned if it is possible to correlate the extent to which absence impacts on performance. Officers advised that absence does impact on performance, but being able to capture that data is difficult. The detail is known operationally in terms of individual absences and Officers keep track via a live dashboard which shows the impact absence has on teams.

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

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

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

Kelda Gaffney presented the quarterly Clinical and Professional Assurance Statement for the period 1<sup>st</sup> July 2025 - 30<sup>th</sup> September 2025.

Officers highlighted that there has been significant work undertaken regarding Significant Adverse Event Reviews (SAERs) with the progress in closing 47 in this quarter and 62 outstanding.

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

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

**13. Risk Management Quarterly Update (Q2 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 Health and Social Care Partnership. This report covers the review carried out in respect of changes to risk in Quarter 2 (1 July 2025 to 30 September 2025).

Officers highlighted that the Review of IJB Risk Policy Short Life Working Group (SLWG) held its first meeting on 24<sup>th</sup> November 2025, with its next meeting to be held mid-January 2026.

Members noted the risk on cost pressure on the Prescribing Budget 2025-26 (risk 2241) and questioned if the level of risk should be decreased due to the current underspend in this area. Officers advised that they would review this risk and update for the next report if required.

The Chair highlighted the new format of the IJB Risk Register which has now been presented to the Committee for the second time and confirmed it will be revisited at the end of 2026 to confirm if Members are content with the approach.

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

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

**b) Noted the risks on the IJB Risk Register at the end of Quarter 2 2025-26; and**

**c) Noted the update on the IJB Risk Policy Short Life Working Group.**

**14. Business Continuity and Category 1 Annual Assurance Statement**

Craig Cowan presented a report providing assurance about the business continuity arrangements for the HSCP and the arrangements in place in respect of the IJB's duties as a Category 1 responder.

Members asked what engagement has taken place with the HSCP for the Commonwealth Games which are being hosted in Glasgow in Summer 2026. Officers advised that the HSCP are ready to be actively engaged when the Council activity begins. The service is in a good position due to preparation undertaken for the previous games.

There was a discussion regarding the pressure the Commonwealth Games will put on accommodation within Glasgow City as there is no athlete's village this time. Officers provided assurance that this is already under consideration

in terms of pricing and availability, and they have built in assumptions around pricing due to previous experience.

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

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

**15. IJB Finance, Audit and Scrutiny Committee – Annual Assessment**

Craig Cowan presented the findings from the annual self-assessment survey of IJB FASC Members to evaluate the effectiveness of this Committee.

Officers highlighted that the survey was originally circulated to members on 22<sup>nd</sup> May 2025, with an initial deadline of 31<sup>st</sup> July 2025. Further extensions to this deadline were provided to assist members, with the survey eventually closing on 17<sup>th</sup> November 2025. 6 of the 7 members fully completed the survey.

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.

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.

Following discussion, Members agreed to focus on the undernoted actions:

- How FASC Members influence the business of the Committee;
- How the Committee reports into the IJB; and
- What training and learning opportunities Members would like to engage in.

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

- a) Noted the contents of the report;**
- b) Noted the findings of the self-assessment survey, including areas for development, and the desktop research of Committee activity during 2024-25; and**
- c) Noted the planned action in respect of individual training plans for Committee Members.**



**16. Public Bodies Climate Change Duties Report 2024-25**

Craig Cowan presented a report updating on the Glasgow City IJB Public Bodies Climate Change Duties Report 2024-2025 which has been submitted to the Scottish Government by the deadline of 30<sup>th</sup> November 2025.

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

- a) Noted the contents of the report; and
- b) Noted that the IJB's Public Bodies Climate Change Duties Report 2024-25 has been submitted to the Scottish Government following approval by the Depute Chief Officer, Finance and Resources.

**17. Next Meeting**

The next meeting was noted as Wednesday 4<sup>th</sup> February 2026 at 9.30am. |

**18. IJB Finance, Audit and Scrutiny Committee – Meeting Dates 2026-27**

The meeting dates for 2026-27 were noted.

**Consideration to Exclusion of Public for Item 19**

Jillian Campbell advised that it is recommended that, in order that the Committee may consider the full report, the Committee resolves, in terms of the Standing Orders Paragraph 11.10 to exclude the public from the meeting on the on grounds that publicity for the item under discussion would be prejudicial to the public interest due to the commercially confidential nature of the business to be transacted.

Members agreed to take 'Item 19 – Internal Audit – Lessons learned from review of Huntington's case' in private, however requested that consideration is given to how the recommendations from the action plan are made public to ensure they are tracked.