OFFICIAL

Glasgow City Integration Joint Board

IJB(M)2025-05

Minutes of a hybrid meeting held at 9.30am on Wednesday 24th September 2025

Present:		
Voting Members	Cllr Richard Bell	Councillor, Glasgow City Council (substitute for Cllr Chris Cunningham)
	Cllr Allan Casey	Councillor, Glasgow City Council
	Martin Cawley	NHSGG&C Board Member
	Dr Emilia Crighton	NHSGG&C Board Member
	Graham Haddock OBE	NHSGG&C Board Member
	Bailie Ann Jenkins	Councillor, Glasgow City Council
	Margaret Kerr	NHSGG&C Board Member (substitute for David Gould)
	Bailie Norman MacLeod	Councillor, Glasgow City Council
	Cllr Elaine McDougall	Councillor, Glasgow City Council
	Ketki Miles	NHSGG&C Board Member
	Cllr Jon Molyneux	Councillor, Glasgow City Council
	Bailie Hanif Raja	Councillor, Glasgow City Council
	Cllr Lana Reid-McConnell	Councillor, Glasgow City Council
	Paul Ryan	NHSGG&C Board Member (Chair)
	Karen Turner	NHSGG&C Board Member
	Charles Vincent	NHSGG&C Board Member
Non-Voting Members	Duncan Black	Depute Chief Officer, Finance and Resources
	Josh Cairns	Staff Side Representative (NHS GG&C)
	Craig Cowan	Head of Business Development / Standards Officer
	Lorraine Cribbin	Interim Chief Nurse
	Gillian Currie	Independent Sector Representative (substitute for David Reilly)
	Kelda Gaffney	Interim Assistant Chief Officer, Adult Services & Interim Chief Social Work Officer
	Dr Una Graham	Deputy Medical Director, Mental Health & Addiction Services
	Dr John O'Dowd	Clinical Director
	Jennifer Sheddan	Head of Housing, Neighbourhoods, Regeneration & Sustainability (GCC)
	Pat Togher	Chief Officer
In Attendance:	Ann Forsyth	Head of Primary Care Support
	Julie Kirkland	Senior Officer (Governance Support)
	Claire Maclachlan	Governance Support Officer – Minutes
	Jenny McCann	PCIP Programme Manager
	Fiona Moss	Head of Health Improvement and Equalities
	Grace Scanlin	External Auditor (Ernst & Young)
Apologies:	Cllr Chris Cunningham	Councillor, Glasgow City Council (Vice Chair)
	David Gould	NHSGG&C Board Member
	Stuart Graham	Trade Union Representative (GCC)
	Claire Harrow	Acute Services Representative, NHSGG&C
	David Reilly	Independent Sector Representative

The Chair welcomed Karen Turner to her first meeting of Glasgow City IJB.

Actions

1. Glasgow City Integration Joint Board Membership

Craig Cowan presented a report to inform and seek approval of the appointments of Depute Chief Officers and note membership changes to the Integration Joint Board.

Following the recruitment process, Kelda Gaffney has been appointed to the new role of Depute Chief Officer, Operations and Governance and Chief Social Work Officer (CSWO), and Stephen Fitzpatrick has been appointed to the new role of Depute Chief Officer, Strategy, Innovation and Best Value. Both officers will join the IJB as professional advisors and Kelda Gaffney will remain in the role of the CSWO.

Officers highlighted that David Reilly, Stakeholder Representative for the Independent Sector is due to end his current term on 1st November 2025, but in discussion with the Independent Sector network and following a letter from Scottish Care, it has been confirmed that David will serve a consecutive second term on the IJB with Gillian Currie as his substitute.

Gary Dover, Assistant Chief Officer (ACO), has moved to a new post and will no longer perform the role of professional advisor to the IJB. This also leaves a vacancy for lead ACO on the IJB Public Engagement Committee which Gary also fulfilled.

Stakeholder recruitment applications closed on 18th July 2025, and Officers received around 20 applications for the available positions. Following a short-listing process, eight applicants were invited to meet with the Chief Officer and IJB Chair (with support from Officers), and appointments will be confirmed and presented to the next IJB for approval.

The Integration Joint Board:

a) **Approved the appointments of the Depute Chief Officers set out in section 3 of the report;**
b) **Noted the membership changes detailed in section 4 of the report; and**
c) **Noted the update on the process for Carer and Service User Stakeholder Recruitment in section 5 of the report.**

2. Declarations of Interest

There were no declarations of interest.

3. Apologies for Absence

Apologies for absence were noted as above.

4. Minutes

The minutes of 25th June 2025 were approved as an accurate record, subject to the inclusion of the following text under Additional Item: Pausing implementation of Cessation of Huntington’s Service:

'Councillor Molyneux responded and summed up by saying that his proposal was not tabled lightly, that it had been informed by extensive deliberations and engagement with SHA, clinical leads and service users, and that in his view it was a sign of good governance to be prepared to pause and reflect on a decision, and whether an alternative course of action may be taken, when information becomes available which was not available at the point at which the original decision was made.'

5. Matters Arising

Briefing Note – Decision to cancel GCIJB on 20th August 2025

Pat Togher presented the briefing note advising that this has been provided by Mairi Millar, Director of Legal and Administration in Glasgow City Council following a request for legal advice in relation to the motion presented at the IJB on 25th June 2025 to request pausing implementation of the cessation of a service provided by Scottish Huntington's Association. On receipt of this legal advice, the decision was taken, in consultation with the IJB Chair, to cancel the extraordinary IJB scheduled for 20th August 2025.

The Chief Officer (CO) noted that, following the necessary legal advice, this concludes the matter and reflects that the decision made by Members in March 2025 cannot be reversed. The CO also acknowledged that the time and investment spent on this subject has been extensive, for Officers and Members.

The Depute Chief Officer, Finance and Resources advised that he has discussed this matter with the Head of Audit Inspection and is recommending that it is now referred to Internal Audit to undertake a review and provide the Board with assurance that correct process has been followed and to identify any lessons learned and any improvements. Internal Audit have agreed to undertake a review and will report back to the IJB Finance, Audit and Scrutiny Committee (FASC) in due course. A provisional timeline of December was suggested.

There was a discussion regarding the assessment of no material change in circumstances and Members questioned what Legal Services based their decision on and whether that should have been a decision for the IJB. Officers advised that in the context of a budget decision, "material change" would need to be something substantial which makes implementation of the decision impossible or materially changes the circumstances under which the decision was taken. The view from Legal Services was that there had been no significant updates that would require the IJB to revisit a budget decision. The Chair confirmed that the final decision to cancel the meeting was taken by him in light of the clear legal advice.

There was a recess to discuss the competence of a motion received from Councillor Jon Molyneux.

Following recess, Councillor Jon Molyneux, seconded by Councillor Lana Reid-McConnell proposed the following motion, which was circulated to IJB Members.

"Motion

The IJB believes that a Huntington's specialist service should continue in Glasgow beyond September 2025 and that work should be done to ensure a sustainable model for the future provision of specialist HD support across the health board area.

The IJB instructs the Chief Officer to:
- take whatever actions are necessary to give effect to this position;
- engage with SHA, HD clinical leads, other Greater Glasgow HSCPs, the Scottish Government, and other relevant stakeholders regarding future provision; and
- report the outcomes of that engagement to a future meeting of the IJB."

Councillor Molyneux acknowledged this experience has been time consuming on Members and Officers. Due to the tied vote at the last meeting, this new motion is asking the IJB to express a view on the continuation of specialist support and further engagement with relevant stakeholders.

Councillor Allan Casey and Councillor Richard Bell raised concern regarding the competence of the motion potentially altering the budget decision taken in March. They questioned how the service being proposed would be funded and requested a recess to consider submitting an amendment

The CO advised that the decision on the competence of the motion was based on the fact that a process is already underway as part of contingency planning arrangements for the transition of people receiving a service. Engagement has been ongoing with other GG&C HSCP Chief Officers and HD Clinical Leads. The Depute Chief Officer, Finance and Resources added that he does not see an additional cost as a result of the motion.

Following the recess, the CO advised that he sought further legal advice from Mairi Millar, who confirmed that the language used within the motion continues to put the IJB in a position where there is still a financial requirement, and therefore the motion is not competent.

The Chair ruled that the motion is not competent based on legal advice and therefore the motion falls.

Cllr Jon Molyneux accepted the ruling of the Chair however expressed his disappointment and frustration of the process as a whole. Bailie Norman MacLeod also noted his dissatisfaction with parts of the process and how time consuming it had been.

The Chair acknowledged the concerns raised by Members in relation to the process but indicated his decision was to accept the legal advice provided in relation to the motion.

Members welcomed the review to be undertaken by Internal Audit, and reported to the IJB FASC.

6. Integration Joint Board Rolling Action List

Craig Cowan advised that there are no open actions.

7. Chief Officer Update

Pat Togher provided an update, which is available on the HSCP website.

The CO advised that going forward The Thistle (SDCF) will not be reported under Chief Officer updates but will instead become business as usual to allow the service to embed.

To ensure high level oversight of The Thistle on the strategic side, Members noted it is important to continue to receive updates. The Chief Officer confirmed that activity is available on the dedicated SDCF page on the HSCP website, and updates will be reported more widely to the IJB on Alcohol and Drug Recovery Services and also on performance matters.

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

Grace Scanlin presented the Annual Audit Report for 2024-25.

Auditors advised that the report was scrutinised and approved for onward submission to the IJB by the IJB Finance, Audit and Scrutiny Committee at its meeting on 10th September. The audit of financial statements is now complete and a qualified position on this will be issued today.

Auditors thanked HSCP officers for their assistance with the audit and the smooth process.

The Integration Joint Board:

a) Noted the Annual Audit Report for 2024-25.

9. Audited Annual Accounts 2024-25

Duncan Black presented a report updating on the completion of the audit of the Annual Accounts for 2024-25.

The Integration Joint Board:

a) Approved for signature the audited Annual Accounts for the period 1st April 2024 to 31st March 2025.

10. Funding for the delivery of the Primary Care Improvement Plan (PCIP) 2025-26

John O'Dowd presented a report seeking approval for the PCIP programme for 2025-26, based on funding of £22.674m.

Officers highlighted that the approach to financial planning has accounted for the Scottish Government's (SG) guidance that priority must be given to the Vaccination

Transformation, Community Treatment and Care (CTAC) services and Pharmacotherapy programmes. In total these three programmes will receive 76.8% of the total budget. In response, however, to the feedback from GPs, a strong focus on Mental Health Wellbeing and Community Links Worker (CLW) programmes (15.8% of the total budget) has been maintained within the funding that is available.

It has been estimated that it would cost in the region of £62.474m per year to achieve the objectives of the Memorandum of Understanding. Recognising that this higher level of investment is not likely to be forthcoming, a review of the projected expenditure has been undertaken, to bring it in line with Glasgow City IJB's funding allocation for 2025-26. Following agreement at the National General Medical Services (GMS) Oversight Group, the Scottish Government has agreed to explore the potential for baselining the full PCIF to provide greater certainty for IJBs. The SG has indicated that this will happen no earlier than 2026-27 but has not published details of when and how this will be taken forward.

There was a discussion regarding the insufficient funding to meet all of the commitments within the PCIP programme and the key risks to the programme as a result of this, including no additional funding for the CLW uplift which may potentially impact service provision. Officers advised that dynamic risk management takes place and there is ongoing dialogue. Members asked the Chair to write to the relevant Minister in SG to request funding for the CLW uplift. The Chair agreed to take forward. Chair

The Integration Joint Board:

a) **Approved the proposed programme for the Primary Care Improvement Fund (PCIF) for 2025-26 as outlined in Table 1 in section 3 of the report.**

11. Glasgow City IJB Budget Monitoring for Month 4 and Period 5 2025-26

Duncan Black presented a report outlining the financial position of the Glasgow City IJB as at 25th July 2025 for Council and 31st July 2025 for Health and highlights any areas of budget pressures and actions to mitigate these pressures.

The net expenditure is £0.683m higher than budget to date. The Integration Transformation Board (ITB) 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 £38.032m representing 95% of the target. Part-year implementation will impact on in-year savings and will be reflected within future forecasts. The ITB continues to monitor delivery of these savings and agree actions to ensure delivery of the proposals agreed by the IJB.

Prescribing is currently reporting an underspend of £3.503m. 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 the forecast figures. A savings target of £4.6m has been set for 2025-26. Pharmacy teams and GPs are working hard to secure these savings, and progress will continue to be monitored by the relevant management teams.

In relation to prescribing. Members questioned if there is any focus on price capping and price controls, which other countries have legislated for. Officers advised that negotiations and price fixing happen at a UK national level.

With regards to the 95% of the savings target being realised Members questioned if there are recovery plans in place to achieve 100% by year end. Officers advised that there is strong governance around transformation programmes where discussions are taking place on alternative actions to bring the savings target on track.

The Integration Joint Board:

a) Noted the contents of the report;
b) Approved the budget changes noted in section 3 of the report; and
c) Noted the summary of current Directions (Appendix 2).

12. Service Prioritisation – Update

Duncan Black presented a report updating on the Service Prioritisation initiative, the work completed to date and next steps.

Officers highlighted that during the 2025/26 budget setting process, the IJB requested an alternative approach to future budget saving planning. At the IJB Development Session in April 2025, initial proposals were discussed for a Service Prioritisation approach in order to meet the anticipated savings over the next three years. HSCP Leadership events also sought input from Officers in April and May. Presentations have been delivered to the Health Board, Council Leadership and also a national Chief Officers Group attended by the Cabinet Secretary in June.

The Service Prioritisation approach will assess individual service areas against a set of Critical Success Factors (CSFs). The current draft set of CSFs that will be applied to each service area are summarised within the report.

Given the scale of the projected funding gap for 2026-27 and the three-year timeline for reviewing all IJB activity, it is likely that a hybrid approach to identifying savings for the 2026-27 budget will be required. Therefore, services will simultaneously be asked to identify budget savings options over the coming months, which will be available for consideration by the IJB alongside the outcomes from the Service Prioritisation work as it progresses. This is a prudent approach, which will ensure that there are sufficient options identified prior to the Board's budget setting meeting in March 2026.

A separate session with Staff Side and Trades Unions will be arranged, now that the Service Prioritisation approach has been outlined in principle. The model will then be tested on a small number of service areas to identify any amendments or adaptations that may be required. It is intended that these initial reviews will be completed by 31st December 2025.

Members highlighted the CSFs and questioned if there are any objective criteria being used for assessing such aspects. Officers confirmed that the service areas being tested through the model will involve senior officers looking at the evidence in front of them to evaluate, test and challenge the effectiveness of the services that are under scrutiny. The challenge will be around the more subjective assessment in the absence of an evidence base. Independent challenge is also being considered.

The Integration Joint Board:

a) **Noted the contents of the report;**
b) **Considered and agreed the key principles and critical success factors to be used in the model; and**
c) **Instructed Officers to provide regular updates on the model and the outcomes from Service Prioritisation reviews at each Board meeting.**

13. Children & Young People Mental Health Framework Funding

Fiona Moss presented a report updating on the funding arrangements for the Children and Young People's Mental Health and Wellbeing (CYPMH) Framework for 2026 onwards, following baselining of this previously annualised grant.

External providers that currently receive CYPMH funding were invited to two engagement events to reflect on the learning and impacts. The limitations of the national reporting process in evidencing impact were recognised and although a number of the programmes had been externally evaluated there was inadequate impact data consistently applied. It was agreed that a new monitoring and evaluation framework was required. This has been developed in partnership and will be piloted from September 2025 for full implementation in April 2026.

The Integration Joint Board:

a) **Noted the contents of the report and;**
b) **Noted the proposed expenditure of £1.843m per annum from 2026.**

14. NHSGGC Primary Care Strategy Implementation

Ann Forsyth presented a report updating on the NHS Greater Glasgow and Clyde Primary Care Strategy 2024 – 2029. The Strategy was approved by the Health Board on 30 April 2024 with a commitment to provide annual updates to each IJB. Key strategic challenges and risks are largely in relation to the scale of the Strategy ambition, the level of resource in place to support delivery, the limited levers to effect change given independent contractor delivery model and delays in national programmes to remedy issues.

The Integration Joint Board:

a) **Noted the content of the report;**
b) **Noted the progress against the Primary Care Strategy 2024-2029 and its appendices:**
    - **Appendix A – Annual Update on Delivery of the NHSGGC Primary Care Strategy 2024-2029**
    - **Appendix B – Primary Care Strategy Actions Tracker; and**
c) **Noted the performance across NHSGGC Primary Care Strategy in relation to the deliverables for year 1.**

15. Care Reform Bill Update

Craig Cowan presented a report updating on the current position of the Scottish Government's National Care Service (Scotland) Bill, renamed the Care Reform (Scotland) Bill.

Officers advised that once the wider impacts of the Care Reform Bill are known, an update will be brought back to the IJB.

The Integration Joint Board:

a) Noted the contents of the report.

16. IJB Committees – Update from Chair of Public Engagement Committee (meeting of 20th August 2025)

The papers and draft minute are available on the HSCP website. Bailie Norman MacLeod highlighted the Committee dealt with two key items of business:

- Helpful and positive discussion regarding the Alcohol and Drug Partnership Lived Experience Reference Groups.
- Encouraging report in relation to The Thistle (SDCF) – Update on Engagement.

17. IJB Committees – Update from Chair of Finance, Audit and Scrutiny Committee (meeting of 10th September 2025)

The papers and draft minute are available on the HSCP website. Graham Haddock highlighted the following.

- The Annual Audit Plan and Audited Annual Accounts 2024-25 were approved for onward submission to this meeting.
- The Budget Monitoring Report for Month 3 and Period 4 was considered.
- The Internal Audit Plan was reviewed and some changes made – Financial Sustainability and Integration Scheme compliance have been removed from the audit plans. Service Prioritisation, High-Cost Care Packages and Governance Arrangements have been added.
- Reviewed the HSCP Performance Report and considered all areas red RAG rated for two or more quarters.
- Did a deeper dive into the performance of Children's Services.
- Noted improvements in sickness absence in both Social Work and Health.
- Considered a report into the Joint Inspection of services for children and young people at risk of harm – a complex piece of work with a 'Good' evaluation – a development plan for further improvement is being constructed.
- Approved updates to the Contract Management Framework including a three yearly review.
- Agreed (post meeting) to establish a Short Life Working Group (SLWG) to review the IJBs Risk Management Strategy and policy and considered exploring options for a risk appetite statement – Volunteers are being sought from IJB Members to join the SLWG.

18. Horizon Scanning

Duncan Black presented a report providing a high-level summary of potential future external developments that may impact on the Integration Joint Board's strategic objectives, budget, or key operational activity.

Officers suggested updates to this report would be provided to the IJB 6 monthly. Members agreed and noted that this is a helpful report.

The Integration Joint Board:

a) Noted the contents of the report.

19. Glasgow City IJB – Future Agenda Items

Agenda items for future meetings of the IJB were noted.

20. Glasgow City IJB and IJB Committees 2026-27 Meeting Schedule

The meeting schedule for 2026-27 was noted.

Bailie Norman MacLeod noted that the start time of the IJB Public Engagement Committee scheduled for Wednesday 20th May 2026 may be adjusted or moved to an alternative date. Discussions are ongoing with Officers.

21. Next Meeting

The next meeting will be held at 9.30am on Wednesday 26th November 2025.

For Information – Items Approved under Delegated Authority

22. National Care Home Contract Increase 2025/26 – Agenda for Change

The purpose of this report is to update the Integration Joint Board on further National Care Home Contract (NCHC) increases in respect of Agenda for Change (2025/26) and the proposed increases on our other commissioned services; and to note the approval by the Chief Officer and Depute Chief Officer, Finance and Resources, under delegated authority, on the ground of urgency.

The Integration Joint Board:

a) Noted approval by the Chief Officer and Depute Chief Officer, Finance and Resources under delegated authority, on the ground of urgency; and
b) Noted the approval was undertaken in consultation with the IJB Chair and Vice Chair.

23. Application by Ashton Medical Practice to close their Cardonald Branch Surgery

The purpose of this report is to update the IJB on the application by Ashton Medical Practice to close their Cardonald branch surgery; and to note the approval of the application by the Chief Officer and Depute Chief Officer, Finance and Resources, under delegated authority, on the ground of urgency.

The Integration Joint Board:

a) **Noted approval of the application from the Aston Medical Practice to close its branch surgery in Cardonald Medical Centre by the Chief Officer and Depute Chief Officer, Finance and Resources under delegated authority, on the ground of urgency; and**
b) **Noted the approval was undertaken in consultation with the IJB Chair and Vice Chair.**