



# Item No: 10

Meeting Date: Wednesday 25<sup>th</sup> March 2020

## Glasgow City Integration Joint Board

**Report By:** Sharon Wearing, Chief Officer, Finance and Resources

**Contact:** Sharon Wearing

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### GLASGOW CITY INTEGRATION JOINT BOARD BUDGET MONITORING FOR MONTH 10 AND PERIOD 11 2019/20

<b>Purpose of Report:</b>	This report outlines the financial position of the Glasgow City Integration Joint Board as at 31 <sup>st</sup> January 2020 (Health) and 17 <sup>th</sup> January 2020 (Council), and highlights any areas of budget pressure and actions to mitigate these pressures.
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<b>Background/Engagement:</b>	The financial position of the Glasgow City Integration Joint Board is monitored on an ongoing basis throughout the financial year and reported to each meeting of the Board.
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<b>Recommendations:</b>	The Integration Joint Board is asked to:  a) note the contents of this report; b) approve the budget changes noted in section 3; and c) note the summary of current Directions (Appendix 2).
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#### Relevance to Integration Joint Board Strategic Plan:

This report outlines expenditure against budget in delivery of the range of Health and Social Care services described within the Integration Joint Board Strategic Plan.

#### Implications for Health and Social Care Partnership:

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	Not applicable at this time.
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<b>Personnel:</b>	Not applicable at this time.
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<b>Carers:</b>	Expenditure in relation to Carers' services is included within this report.	
<b>Provider Organisations:</b>	Expenditure on services delivered to clients by provider organisations is included within this report.	
<b>Equalities:</b>	Not applicable at this time.	
<b>Fairer Scotland Compliance:</b>	The expenditure on services supports the delivery of a Fairer Scotland.	
<b>Financial:</b>	Actions required to ensure expenditure is contained within budget.	
<b>Legal:</b>	Not applicable at this time.	
<b>Economic Impact:</b>	Not applicable at this time.	
<b>Sustainability:</b>	Not applicable at this time.	
<b>Sustainable Procurement and Article 19:</b>	Not applicable at this time.	
<b>Risk Implications:</b>	None at this time.	
<b>Implications for Glasgow City Council:</b>	None at this time.	
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	None at this time.	
<b>Direction Required to Council, Health Board or Both</b>	Direction to:	
	1. No Direction Required	
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	✓

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### 1. Purpose

- 1.1 This monitoring statement provides a summary of the financial performance of the Glasgow City Integration Joint Board for the period 1 April 2019 to 31<sup>st</sup> January 2020 (Health), and to 17<sup>th</sup> January 2020 (Council).
- 1.2 It is based on information contained in the respective financial systems and includes accruals and adjustments in line with its financial policies.

### 2. Summary Position

- 2.1. Net expenditure is £10.189m lower than budget to date. Gross expenditure is £8.384m (0.85%) underspent, and income is over-recovered by £1.804m (1.89%).
- 2.2 Appendix 1 shows the current budget variance by both care group and subjective analysis.

### 3. Budget Changes

- 3.1 Throughout the financial year, adjustments are made to the original approved budget as a result of additional funding allocations and service developments. During Month 10/Period 11 the net expenditure budget has increased by £0.091m. The changes to the gross expenditure and income budgets are analysed in the table below.

Explanation	Changes to Expenditure Budget £	Changes to Income Budget £	Net Expenditure Budget Change £
Miscellaneous Adjustments	400,984	-309,839	91,145
<b>Total</b>	<b>400,984</b>	<b>-309,839</b>	<b>91,145</b>

### 4. Transformation Programme

- 4.1 The overall savings target for 2019/20 is £18.255m. At this stage of the year it is anticipated that actual savings realised will be £17.062m representing 93% of the target. The shortfall is related to Shifting the Balance of Care for Adult Services. The forecast savings position will be updated as the Maximising Independence Programme moves forward. This programme represents the future for service delivery but will take time to implement, impacting on savings delivery in the short term.
- 4.2 Of the unachieved savings of £3.809m from 2018/19, £0.500m are still to be realised. Currently £3.309m is forecast to be achieved, 87% of the total savings target. The balance outstanding relates to Learning Disability Purchased Services. This is being looked at as part of the Maximising Independence Programme. Progress against all savings targets will continue to be reviewed during the year through the Integration Transformation Programme Board.
- 4.3 The savings realised are reflected in the overall financial position reported in this monitoring statement.

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### 5. Reasons for Major Budget Variances

#### 5.1 Children and Families

- 5.1.1 Net expenditure is underspent by £3.633m.
- 5.1.2 Employee costs is underspent by £1.324m mainly due to a combination of vacancies in the provided residential units and Localities, and new investment funding for additional posts. Recruitment for all posts is almost complete with most posts now filled. This figure includes an overspend in Community Nursing of £0.996m mainly due to Health Visiting overspending as a result of the regrading from band 6 to band 7, and the recharges for students in training.
- 5.1.3 Work continues in support of the Transformation Programme within Children and Families with a net reduction of 4 in Residential Schools placement numbers since 1<sup>st</sup> April 2019, and an underspend to period 11 of £0.372m. Purchased Placements is underspent by £0.485m with a net reduction of 17 in Purchased Fostering placements since 1<sup>st</sup> April 2019. Provided Fostering is underspent by £0.600m with placement numbers totalling 586, a reduction of 48 since 1 April 2019. These underspends are partially offset by an overspend in Kinship Care of £0.396m, with 1,313 placements. Following a review of the Multi Treatment Foster Care Programme there is an underspend against Public Agencies of £0.421m.
- 5.1.4 Slippage in investment funding for Supported Living has resulted in an underspend of £0.388m.
- 5.1.5 Site acquisition costs for the provided residential new build programme and works required in existing units has resulted in additional spend of £0.448m.
- 5.1.6 Direct Assistance is overspent by £0.412m in relation to both Section 22 and Section 29 payments. Pressure continues to grow particularly around accommodation costs for care leavers.
- 5.1.7 Income is over-recovered by £1.338m mainly in respect of Unaccompanied Asylum Seeker Children income from the Home Office due to the approval of outstanding cases from last financial year and additional cases for this year.

#### 5.2 Adult Services

- 5.2.1 Net expenditure is underspent by £2.426m.
- 5.2.2 Employee costs are underspent by £5.061m throughout all services due to periods of vacancies, turnover and difficulties recruiting to posts. This underspend also reflects the early delivery of savings for 2020/21 following the redesign of Glasgow Alcohol and Drug Recovery Day Services provided at Eriskay Ward. Recruitment continues to be challenging across a range of services and all vacant posts are being progressed for recruitment.
- 5.2.3 Purchased Services (including Self Directed Support option 1) within Learning Disability and Mental Health are overspent by £2.112m. This overspend related to unachieved

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savings and the impact of transitional drift from Children and Families, and onwards to Older People. High cost services continue to be managed via the Management and Allocation of Community Resource Options Group (MACRO).

- 5.2.4 Within Homelessness there is an underspend in Rapid Rehousing of £751,000 which will be taken to earmarked reserves.

### **5.3 Older People and Physical Disability**

- 5.3.1 Net expenditure is underspent by £3.233m.
- 5.3.2 Employee costs within Older People are underspent due to staff turnover in a number of services including £0.758m relating to Community Health Services and £0.590m within Mental Health elderly community costs, which is offset by agency and overtime overspends to cover sickness absence, additional staffing costs relating to end of life care within the Residential Service, and an overspend of £0.733m in Mental Health Elderly Inpatients as a result of increased bank usage.
- 5.3.3 The Carers Service budget is underspent by £1.506m mainly due to the part year implementation of the investment agreed by the IJB in June and vacancies. Budgets are also underspent by £0.867m following the closure of Birdston.

### **5.4 Resources**

- 5.4.1 Net expenditure is underspent by £0.280m.
- 5.4.2 Staffing costs underspend is the main driver as a result of vacancies throughout the year in areas including Admin/Business Support, Senior Management and Planning.

### **5.5 Primary Care**

- 5.5.1 Primary Care is showing an underspend position of £0.440m.
- 5.5.2 Employee costs under spend of £0.350m is attributable to staff turnover and vacancies.
- 5.5.3 The removal of the risk share arrangements in 2018/19 in relation to Prescribing requires the IJB to deal with over and underspends. Detailed monitoring arrangements continue to be in place for this budget area to assist with the management of risk in relation to global prices and the potential impact of Brexit. Current forecasts show an underspend of £4.7m which is currently being held in contingency to manage the risk which exists as a result of uncertainty in global markets. This will continue to be closely monitored and will be the subject of future updates to the IJB.
- 5.5.4 This will continue to be closely monitored and will be the subject of future updates to the IJB.

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### 6. Action

- 6.1 The Interim Chief Officer, along with the Health and Social Care Partnership Senior Management Team, continues to manage and review the budget across all areas of the Partnership.

### 7. Conclusion

- 7.1 Net expenditure is £10.189m lower than budget to date.
- 7.2 A number of savings initiatives through the transformation programme have yet to achieve the required level of savings. These initiatives are being critically reviewed and closely monitored by the IJB's Integration Transformation Board.

### 8. Recommendations

- 8.1 The Integration Joint Board is asked to:
- a) note the contents of this report;
  - b) approve the budget changes noted in section 3; and
  - c) note the summary of current Directions (Appendix 2).

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## DIRECTION FROM THE GLASGOW CITY INTEGRATION JOINT BOARD

1	Reference number	250320-10
2	Report Title	Glasgow City Integration Joint Board Budget Monitoring for Month 10 and Period 11 2019/20
3	Date direction issued by Integration Joint Board	25 March 2020
4	Date from which direction takes effect	25 March 2020
5	Direction to:	Glasgow City Council and NHS Greater Glasgow and Clyde jointly
6	Does this direction supersede, revise or revoke a previous direction – if yes, include the reference number(s)	Yes – supersedes (290120-10)
7	Functions covered by direction	All functions outlined in Appendix 1 of the report.
8	Full text of direction	Glasgow City Council and NHS Greater Glasgow and Clyde jointly are directed to deliver services in line with the Integration Joint Board's Strategic Plan 2019-22, as advised and instructed by the Chief Officer and within the revised budget levels outlined in Appendix 1.
9	Budget allocated by Integration Joint Board to carry out direction	As outlined in Appendix 1.
10	Performance monitoring arrangements	In line with the agreed Performance Management Framework of the Glasgow City Integration Joint Board and the Glasgow City Health and Social Care Partnership.
11	Date direction will be reviewed	13 May 2020

## Appendix 1

### Glasgow City Integration Joint Board

#### Budget Monitoring Statement to end January/Period 11 2019/20

#### Budget Variance by Care Group

Annual Net Expenditure Budget £000		Actual Net Expenditure to Date £000	Budgeted Net Expenditure to Date £000	Variance to Date £000
152,154	Children and Families	118,160	121,793	-3,633
287,977	Adult Services	224,513	226,939	-2,426
295,680	Older People (incl Dementia)	230,168	233,401	-3,233
44,288	Resources	33,385	33,666	-280
-397	Criminal Justice	-624	-446	-178
341,533	Primary Care	280,315	280,755	-440
<b>1,121,235</b>	<b>Total</b>	<b>885,917</b>	<b>896,107</b>	<b>-10,189</b>

Funded By :-	
412,833	Glasgow City Council
696,842	NHS Greater Glasgow & Clyde
11,559	Drawdown of Earmarked Reserves
<b>1,121,235</b>	

Add Transfer to Reserves - Rapid Rehousing and Maximising Independence	<b>10,189</b>
Net Balance	<b>0</b>

#### Budget Variance by Subjective Analysis

Annual Budget £000		Actual to Date £000	Budget to Date £000	Variance to Date £000
	<b>Expenditure</b>			
450,769	Employee costs	361,329	368,551	-7,222
24,493	Premises Costs	10,255	9,229	1,026
6,056	Transport Costs	5,178	4,723	455
73,394	Supplies and Services	62,397	62,282	115
312,630	Third party Costs	243,385	247,149	-3,764
31,275	Transfer Payments	24,201	23,212	989
826	Capital Financing Costs	0	0	0
128,692	Prescribing	103,128	103,128	0
206,083	Family Health Services	173,244	173,227	17
<b>1,234,218</b>	<b>Total Expenditure</b>	<b>983,115</b>	<b>991,500</b>	<b>-8,385</b>
<b>112,984</b>	<b>Income</b>	<b>97,198</b>	<b>95,393</b>	<b>1,804</b>
<b>1,121,235</b>	<b>Net Expenditure</b>	<b>885,917</b>	<b>896,107</b>	<b>-10,189</b>



Direction to	Full Text	Functions Covered by Direction	Budget Allocated by IJB to carry out direction(s)	Date Issued	Link to IJB paper	Most Recent Review (Date)
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to work together with the Chief Officer, the Chief Officer: Finance and Resources, and others as necessary to develop an integrated, partnership approach to development of a transformation programme for health and social care services in Glasgow, and to the budget setting process for the Council and Health Board as it relates to health and social care services, as outlined at <a href="https://www.glasgow.gov.uk/CHttpHandler.ashx?id=33909&amp;p=0">https://www.glasgow.gov.uk/CHttpHandler.ashx?id=33909&amp;p=0</a>	All functions delegated to the Glasgow City Integration Joint Board	The 2017/18 budget, as notified to the Integration Joint Board by the Chief Officer: Finance and Resources	21-Sep-16	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160624_Item_8_Delivering_Transformed_Health_Social%20Care_Glasgow_April%202017.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160624_Item_8_Delivering_Transformed_Health_Social%20Care_Glasgow_April%202017.pdf</a>	06 August 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to deliver homelessness services in line with the Homelessness Strategy outlined in this report ( <a href="https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35270&amp;p=0">https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35270&amp;p=0</a> ), as advised and instructed by the Chief Officer: Planning, Strategy and Commissioning	Homelessness Services	As advised by the Chief Officer: Finance and Resources	21-Sep-16	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160921_Item_12.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160921_Item_12.pdf</a>	27 August 2019
Council only	Glasgow City Council are directed to continue to support young unaccompanied asylum seeking children who present in the city, and to continue to engage with the Home Office and others with regard to the issues outlined in this report ( <a href="https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35273&amp;p=0">https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35273&amp;p=0</a> )	Children's Services	As advised by the Chief Officer: Finance and Resources	21-Sep-16	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160921_Item_15.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160921_Item_15.pdf</a>	03 September 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to develop and deliver Occupational Therapy services as outlined in this report ( <a href="https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35278&amp;p=0">https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35278&amp;p=0</a> )	Older People's Services / Occupational Therapy	As advised by the Chief Officer: Finance and Resources	21-Sep-16	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160921_Item_21.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160921_Item_21.pdf</a>	23 August 2019
Both Council and Health Board	Glasgow City Council are directed to identify the best approach to implementing the recommendations outlined in the PA Consulting report described in this paper ( <a href="https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35279&amp;p=0">https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35279&amp;p=0</a> ), and to subsequently implement those recommendations.	Older People's Services	As advised by the Chief Officer: Finance and Resources	21-Sep-16	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160921_Item_22.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160921_Item_22.pdf</a>	23 August 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to support the transition of the new Community Justice arrangements as outlined in this paper.	Community Justice functions	£50,000 expenditure to be funded from the social work, health and Integrated Care Fund budgets as determined by the Chief Officer: Finance and Resources.	31-Oct-16	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20161031_Item_5.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20161031_Item_5.pdf</a>	27 August 2019

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Direction to	Full Text	Functions Covered by Direction	Budget Allocated by IJB to carry out direction(s)	Date Issued	Link to IJB paper	Most Recent Review (Date)
Council only	Implement the proposed pilot as outlined in this report	Out of Hours homelessness provision.	As advised by the Chief Officer: Finance and Resources	31-Oct-16	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%207%20-%20Multi%20Agency%20City%20Centre%20Hub%20Pilot%20Proposal.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%207%20-%20Multi%20Agency%20City%20Centre%20Hub%20Pilot%20Proposal.pdf</a>	27 August 2019
Health Board only	NHS Greater Glasgow and Clyde are directed to begin work on testing the transitional model for continuing and complex care in North East Glasgow with immediate effect.	All functions associated with the provision of continuing care - acute care (Hospital Based Complex Care), care at home, long term care, intermediate care (rehabilitation) or intermediate care (non-rehabilitation).	Direction to be carried out from within existing resource allocation as directed by the Chief Officer: Finance and Resources. A number of financial risks outlined in this report will be kept under review by the Chief Officer: Finance and Resources, and reported to the Integration Joint Board in due course.	31-Oct-16	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%208%20-%20Continuing%20and%20Complex%20Care.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%208%20-%20Continuing%20and%20Complex%20Care.pdf</a>	23 August 2019
Council only	Glasgow City Council is directed to work with Partners in the Housing Sector to deliver on the actions outlined in the Action Plan appended to the report.	Housing functions delegated to the Integration Joint Board via the Integration Scheme.	As advised by the Chief Officer: Finance and Resources	09-Dec-16	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_09_12_2016_Item_No_5_-_Housing_Contribution_Statement_and_Action_Plan.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_09_12_2016_Item_No_5_-_Housing_Contribution_Statement_and_Action_Plan.pdf</a>	02 September 2019
Council only	Glasgow City Council is directed to re-tender the private rented sector service at the contact value of £460,000, on a 3+1+1 contract.	Homelessness Services	£460,000 p.a.	09-Dec-16	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_09_12_2016_Item_No_8_-_Homelessness_Service_Private_Rented_Sector_Tender.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_09_12_2016_Item_No_8_-_Homelessness_Service_Private_Rented_Sector_Tender.pdf</a>	30 August 2019
Council only	Glasgow City Council is directed to implement the further stages of the USAC work and continue ongoing negotiations with partners as outlined in this report.	Children's Services	To be agreed.	09-Dec-16	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_09_12_2016_Item_No_12_Families_for_Unaccompanied_Refugee_Children.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_09_12_2016_Item_No_12_Families_for_Unaccompanied_Refugee_Children.pdf</a>	03 September 2019
Health Board only	NHS Greater Glasgow and Clyde are directed to maintain the contract for advocacy services to the value of £744,455 per annum (pro-rata in 2016/17)	Advocacy services to those client groups outlined in this report.	£744,455 per annum (pro-rata in 2016/17)	18-Jan-17	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM_No_6_-_Advocacy_Tender.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM_No_6_-_Advocacy_Tender.pdf</a>	
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the joint commissioning approach as outlined within this report.	All functions delegated to the Integration Joint Board.	As directed by the Chief Officer: Finance and Resources	18-Jan-17	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM_No_7_-_Developing_Effective_Joint_Commissioning_Arrangement.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM_No_7_-_Developing_Effective_Joint_Commissioning_Arrangement.pdf</a>	

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Direction to	Full Text	Functions Covered by Direction	Budget Allocated by IJB to carry out direction(s)	Date Issued	Link to IJB paper	Most Recent Review (Date)
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to provide support from Council and Health staff within the Partnership's Business Development Team in supporting the Communications Strategy and its action plan as outlined in this report.	All functions delegated to the Integration Joint Board.	Direction to be carried out from within existing resource allocation as directed by the Chief Officer, Finance and Resources.	18-Jan-17	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM_No_11_-_Communications_Strategy_2017-19.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM_No_11_-_Communications_Strategy_2017-19.pdf</a>	24 July 2019
Health Board only	NHS Greater Glasgow and Clyde are directed to implement the redesign of Alcohol and Drug Day Services as outlined in this report	All functions associated with the provision of Alcohol and Drug Day Services.	As advised by the Chief Officer: Finance and Resources	15-Feb-17	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_15_02_2017_ItemNo7_-_Alcohol_and_Drugs.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_15_02_2017_ItemNo7_-_Alcohol_and_Drugs.pdf</a>	23 August 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to develop or redesign adult services as outlined within this report.	All functions associated with the provision of Adult Services as outlined within this report.	As advised by the Chief Officer: Finance and Resources	15-Feb-17	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_15_02_2017_ItemNo8_-_Mental_Health_Services.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_15_02_2017_ItemNo8_-_Mental_Health_Services.pdf</a>	23 August 2019
Council only	Glasgow City Council is directed to implement the approach to delivering the required Criminal Justice budget reductions as outlined in section 4 of this report.	Criminal Justice services	As advised by the Chief Officer: Finance and Resources, including the Scottish Government allocation of £17,693,897 for Section 27 Criminal Justice service for 2017/18	15-Feb-17	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_15_02_2017_ItemNo14_-_Criminal_Justice_Funding_17-18.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_15_02_2017_ItemNo14_-_Criminal_Justice_Funding_17-18.pdf</a>	27 August 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to explore what further actions are required to improve 'corporacy' of approach within the City to tackle homelessness, in line with the approach adopted by Newcastle City Council	Homelessness services	As advised by the Chief Officer: Finance and Resources	15-Mar-17	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20170315_Item_8.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20170315_Item_8.pdf</a>	27 August 2019
Health Board only	NHS Greater Glasgow and Clyde is directed to implement the reconfigured inpatient bed provision and investment in community resources as outlined in this report.	Older People Mental Health	As advised by the Chief Officer: Finance and Resources	15-Mar-17	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20170315_Item_9.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20170315_Item_9.pdf</a>	23 August 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to proceed with the next stages of development of the Safer Drug Consumption Facility and Heroin Assisted Treatment Service as outlined in this report and in line with the previously agreed Business Case.	Addiction Services and related supports.	As advised by the Chief Officer: Finance and Resources. The operating costs of the Safer Drug Consumption Facility and Heroin Assisted Treatment Service is estimated at £2,355,680 per annum. This will be funded by the redirection of existing resources of £885,290, with the balance of £1,470,390 being met from reserves for a period of no more than 3 years	21-Jun-17	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM_No_9_-_Safer_Drug_Consumption_Facility_and_Heroin_Assisted_Treatment.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM_No_9_-_Safer_Drug_Consumption_Facility_and_Heroin_Assisted_Treatment.pdf</a>	

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Direction to	Full Text	Functions Covered by Direction	Budget Allocated by IJB to carry out direction(s)	Date Issued	Link to IJB paper	Most Recent Review (Date)
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to deliver services in line with the ADP Strategy as outlined in this report.	Addiction Services and related supports	As advised by the Chief Officer, Finance and Resources.	21-Jun-17	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/21-June_ITEM_No_10_-_Glasgow_City_ADP_-_Prevention_Harm_Reduction_and_Recovery_Strategy_2017-2020.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/21-June_ITEM_No_10_-_Glasgow_City_ADP_-_Prevention_Harm_Reduction_and_Recovery_Strategy_2017-2020.pdf</a>	
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the Falls Strategy appended to this report	All health and social care services	As advised by the Chief Officer: Finance and Resources	20-Sep-17	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Glasgow%20HSCP%20Falls%20Strategy%202017-2020.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Glasgow%20HSCP%20Falls%20Strategy%202017-2020.pdf</a>	23 August 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the Sexual Health Strategic Plan 2017-2020.	Sexual Health Services	As advised by the Chief Officer: Finance and Resources	20-Sep-17	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Sexual%20Health%20Strategy%202017-2020.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Sexual%20Health%20Strategy%202017-2020.pdf</a>	23 August 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the Palliative and End of Life Care Plan	Palliative care and end of life care services.	As advised by the Chief Officer: Finance and Resources	20-Sep-17	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Draft%20Palliative%20and%20End%20of%20Life%20Care%20Plan.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Draft%20Palliative%20and%20End%20of%20Life%20Care%20Plan.pdf</a>	24 July 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the key areas of work as outlined in the HSCP Commissioning workplan 2017-18	All health and social care services.	As advised by the Chief Officer: Finance and Resources	20-Sep-17	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2015%20-%20HSCP%20Commissioning%20Workplan%202017-18.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2015%20-%20HSCP%20Commissioning%20Workplan%202017-18.pdf</a>	
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to deliver the transformation programme for children's services as outlined in this report.	Children's services	As advised by the Chief Officer: Finance and Resources	08-Nov-17	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2006%20-%20Transformational%20Change%20Programme%20-%20Childrens%20Services%202018-21.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2006%20-%20Transformational%20Change%20Programme%20-%20Childrens%20Services%202018-21.pdf</a>	03 September 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to deliver the Transformation programme for Older People's Services as outlined in this report.	Older People's Services	As outlined in this report at table 1, and as advised by the Chief Officer: Finance and Resources	08-Nov-17	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Older%20Peoples%20Transformational%20Change%20Programme%202018-21.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Older%20Peoples%20Transformational%20Change%20Programme%202018-21.pdf</a>	23 August 2019
Health Board only	NHS Greater Glasgow and Clyde are directed to maintain the status quo regarding provision of Minor Injuries Services in West Glasgow, and engage with the Glasgow City HSCP and other partners in developing proposals regarding the longer term sustainable provision of minor injuries services across the Board area.	Minor Injuries Services	As advised by the Chief Officer: Finance and Resources	08-Nov-17	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2008%20-%20West%20Glasgow%20Minor%20Injuries%20Services%20Review.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2008%20-%20West%20Glasgow%20Minor%20Injuries%20Services%20Review.pdf</a>	23 August 2019

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Direction to	Full Text	Functions Covered by Direction	Budget Allocated by IJB to carry out direction(s)	Date Issued	Link to IJB paper	Most Recent Review (Date)
Council only	Glasgow City Council are directed to terminate the treatment foster care service as outlined in this report and to resolve the staffing issues therein.	Treatment foster care services.	As advised by the Chief Officer: Finance and Resources	08-Nov-17	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Treatment%20Foster%20Care%20Service%20Review%20and%20Employment%20Tribunal%20Judgement.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Treatment%20Foster%20Care%20Service%20Review%20and%20Employment%20Tribunal%20Judgement.pdf</a>	03 September 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to develop the interim service model outlined in this report	Sexual Health Services	As advised by the Chief Officer: Finance and Resources, including £305,000 from the HSCP contingency fund, augmented by £140,000 from the sexual health budget, for one year from March 2018 to run an interim service model for 2018 /19.	08-Nov-17	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Provision%20of%20Forensic%20Medical%20Services%20to%20People%20who%20have%20been%20Sexually%20Assaulted%20and%20or%20Raped.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Provision%20of%20Forensic%20Medical%20Services%20to%20People%20who%20have%20been%20Sexually%20Assaulted%20and%20or%20Raped.pdf</a>	23 August 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to continue to engage in the evolving plans for the Maryhill Community Custodial Unit, as outlined in this report	Criminal Justice and Community Justice services	As advised by the Chief Officer: Finance and Resources	08-Nov-17	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Criminal%20Justice%20and%20Community%20Justice%20Overview.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Criminal%20Justice%20and%20Community%20Justice%20Overview.pdf</a>	27 August 2019
Both Council and Health Board	NHS Greater Glasgow and Clyde and Glasgow City Council are directed to review the Housing Contribution Statement via the Housing, Health and Social Care Group, and to set up a sub group of the Housing, Health and Social Care Group to scope out the requirements of undertaking a comprehensive social care housing needs assessment	Housing Services	As advised by Chief Officer, Finance and Resources	24-Jan-18	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Social%20Care%20Housing%20Needs%20Assessment%20and%20Investment.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Social%20Care%20Housing%20Needs%20Assessment%20and%20Investment.pdf</a>	
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to proceed with the necessary stages of development of the Health and Social Care Hub for the North East of Glasgow, as outlined in this report.	All functions anticipated to be carried out within the North East Health and Social Care Hub	Details of the finance arrangements and implications are included in the Initial Agreement	21-Mar-18	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Health%20and%20Social%20Care%20Hub%20for%20North%20East%20Glasgow%20-%20Initial%20Agreement%20%208Draft%29_1.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Health%20and%20Social%20Care%20Hub%20for%20North%20East%20Glasgow%20-%20Initial%20Agreement%20%208Draft%29_1.pdf</a>	24 July 2019
Council only	Glasgow City Council is directed to conclude contractual arrangements for delivery of out of hours social care services as outlined in this report.	Out of hours social care services	The total cost of the service is £2,545,969. Glasgow's contribution is £1,588,108 and the remaining partners' contribution is £1,044,068 which includes a 9% management fee	21-Mar-18	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Review%20of%20Social%20Work%20Out%20of%20Hours%20Service_0.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Review%20of%20Social%20Work%20Out%20of%20Hours%20Service_0.pdf</a>	

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Direction to	Full Text	Functions Covered by Direction	Budget Allocated by IJB to carry out direction(s)	Date Issued	Link to IJB paper	Most Recent Review (Date)
Council only	Glasgow City Council are directed to progress the closure of Clyde Place and re-provisioning of Rodney Street as outlined in this report.	Emergency Homeless Accommodation	Confirmation of funding is awaited.	09-May-18	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Provision%20of%20Emergency%20Accommodation%20for%20Homelessness.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Provision%20of%20Emergency%20Accommodation%20for%20Homelessness.pdf</a>	27 August 2019
Health Board only	All pharmacy services and functions referred to in the National Strategy and provided by the HSCP.	All pharmacy services and functions referred to in the National Strategy and provided by the HSCP.	£125m for 2018-19	09-May-18	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Achieving%20Excellence%20in%20Pharmaceutical%20Care%20-%20A%20Strategy%20for%20Scotland_1.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Achieving%20Excellence%20in%20Pharmaceutical%20Care%20-%20A%20Strategy%20for%20Scotland_1.pdf</a>	25 July 2019
Council only	To note GCHSCP's policy direction for the transition from overnight sleeper support to alternative support arrangements	Policy applies across all adult care groups – older adults over 65 years, younger adults with a physical or learning disability, adults with mental health problems and/ or addiction issues and young people with disabilities transitioning into adult services from 16 years or later.	To be managed within the overall budget allocated to GCHSCP	20-Jun-18	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Policy%20Development%20-%20Transition%20from%20Overnight%20Sleeper%20Support%20to%20Alternative%20Support%20Arrangements.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Policy%20Development%20-%20Transition%20from%20Overnight%20Sleeper%20Support%20to%20Alternative%20Support%20Arrangements.pdf</a>	23 August 2019
Council only	Glasgow City Council is directed to progress the proposals outlined in this report	Out of hours services for vulnerable adults with multiple and complex needs.	External funding is as outlined in the report for 2018/19.	20-Jun-18	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Development%20of%20City%20Centre%20Hub%20and%20Redesign%20of%20Out%20of%20Hours%20Services.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Development%20of%20City%20Centre%20Hub%20and%20Redesign%20of%20Out%20of%20Hours%20Services.pdf</a>	27 August 2019
Health Board only	Facilitate the recruitment of the new staff that are identified through implementation of the Primary Care Improvement Plan Provide the funding to support the implementation of the Primary Care Improvement Plan in accordance with the letter from the Scottish Government dated the 23 May 2018.	Primary and community care services, mental health services, children's services (vaccination programme).	Glasgow City IJB/HSCP has been allocated £5.529m. This is forecast to increase to £18.732m by 2021-22 for Glasgow City in line with the increase in the national figure.	19-Sep-18	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Primary%20Care%20Improvement%20Plan_0.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Primary%20Care%20Improvement%20Plan_0.pdf</a>	25 July 2019
Council only	The IJB directs Glasgow City Council to issue a competitive tender for Alliance partners to work with the Council and IJB to deliver the Glasgow Alliance to End Homelessness.	Delivery of all Purchased Homelessness Services	£23million which will reduce throughout the lifetime of the contract period, subject to service redesign and efficiencies targets.	19-Sep-18	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Glasgow%20Homelessness%20Alliance%20Tender_0.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Glasgow%20Homelessness%20Alliance%20Tender_0.pdf</a>	27 August 2019

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Direction to	Full Text	Functions Covered by Direction	Budget Allocated by IJB to carry out direction(s)	Date Issued	Link to IJB paper	Most Recent Review (Date)
Council only	The IJB directs Glasgow City Council to issue a competitive tender for the provision of Intensive Outreach Family Support Services.	Provision of community-based intensive outreach family support services to children and young people on the edge of care.	Total budget available is £3.75 million, £750,000 per annum for an initial 3-year period, with an option to extend for a further 1+1 years subject to satisfactory service review.	19-Sep-18	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2013%20-%20Intensive%20Outreach%20Family%20Support%20Service%20Tender.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2013%20-%20Intensive%20Outreach%20Family%20Support%20Service%20Tender.pdf</a>	03 September 2019
Council only	Glasgow City Council is directed to deliver Homecare and associated services, noting a 50% contribution to the 2018/19 forecasted overspend will be provided by the IJB, on the basis that Glasgow City Council provides the remaining 50% contribution.  Glasgow City Council is directed to consider future funding requirements as part of the 2019/20 revenue budget exercise.	Homecare and associated services as outlined in section 2.2.	The IJB delegates an additional £3.3m from reserves to support Homecare service delivery in 2018-19.	07-Nov-18	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2006%20-%20Cordia%20Transfer%20Update_1.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2006%20-%20Cordia%20Transfer%20Update_1.pdf</a>	06 August 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the plans outlined in this report.	Mental Health Services	As outlined in this report and appendix.	07-Nov-18	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Mental%20Health%20Strategy%20and%20Implementation_2.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Mental%20Health%20Strategy%20and%20Implementation_2.pdf</a>	23 August 2019
Council only	Direct the Council to advertise the requirement for a 15 bed specialist care home to support people with learning disabilities requiring complex care, and provide an options paper back to the IJB once the procurement exercise is complete	Specialist Care Home Service for People with Learning Disabilities assessed as requiring Complex Care.	The estimated annual recurring cost of this service is circa £2.7 million. This will be funded from Health Board Resource Transfer available for Long Stay Tier 4 patients, current budget provision for existing service users which will transfer with them, and new demand assumptions.  This financial framework will require service users identified for the service to match these funding assumptions.  Non recurring start-up costs will require to be identified.	07-Nov-18	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2008%20-%20Tender%20for%20a%20Specialist%20Care%20Home%20Service%20to%20Support%20People%20with%20LD%20requiring%20Complex%20Care_1.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2008%20-%20Tender%20for%20a%20Specialist%20Care%20Home%20Service%20to%20Support%20People%20with%20LD%20requiring%20Complex%20Care_1.pdf</a>	23 August 2019
Health Board only	Work in partnership with Glasgow City HSCP to deliver the proposed changes to the provision of continuing care and AWI as outlined in the paper.	Continuing care and AWI bed provision within Glasgow City.	£4.1m has been identified for Glasgow City within the financial framework.	07-Nov-18	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Changes%20to%20Frail%20Elderly%20Continuing%20Care_1.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Changes%20to%20Frail%20Elderly%20Continuing%20Care_1.pdf</a>	23 August 2019

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Direction to	Full Text	Functions Covered by Direction	Budget Allocated by IJB to carry out direction(s)	Date Issued	Link to IJB paper	Most Recent Review (Date)
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the plans outlined in this report.	Glasgow City ADP	As outlined in the report	12-Dec-18	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2008%20-%20Alcohol%20and%20Drug%20Partnership%20-%20Priorities%20for%20Additional%20Investment_0.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2008%20-%20Alcohol%20and%20Drug%20Partnership%20-%20Priorities%20for%20Additional%20Investment_0.pdf</a>	
Council only	Glasgow City Council is directed to implement the 2019 Framework and the prioritisation for the Central Review Team as prescribed in section 5 of this report. Glasgow City Council are further directed to allocate the funding outlined in section 4.1 of this report (£0.6m) to meet the identified costs of increasing the rates paid for care and support under the 2015 Framework rates to the minimum threshold rate set for the 2019 Framework.	The new 2019 Framework Agreement will apply to 3 types of services: - Care and Support Services - Day Opportunities Services - Short Breaks/Respite Services The services can be used by people assessed as eligible for service from the following service user groups: - People with Mental Health issues - People with Disabilities - Older People - Children Affected by Disability	£0.6m	06-Feb-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2006%20-%20Update%20on%20the%20Award%20of%20the%202019%20Social%20Work%20Framework%20Agreement%20for%20Selected%20Purchased%20Social%20Care%20Supports_0.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2006%20-%20Update%20on%20the%20Award%20of%20the%202019%20Social%20Work%20Framework%20Agreement%20for%20Selected%20Purchased%20Social%20Care%20Supports_0.pdf</a>	
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the Rapid Rehousing Transition Plan that has been submitted to the Scottish Government following confirmation of approval of the Plan by the Scottish Government.	Housing and Homelessness Services	Within existing resources	06-Feb-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Glasgow%20Rapid%20Rehousing%20Transition%20Plan%202019-20%20to%202023-24_0.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Glasgow%20Rapid%20Rehousing%20Transition%20Plan%202019-20%20to%202023-24_0.pdf</a>	27 August 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to take forward the completion of the draft action plan, including any amendments made to it, as it relates to activity within the remit of the IJB/HSCP.	Responsibility for progressing the Direction predominantly lies with Business Development, Finance, People and Change and Corporate Services. The activity covered in the Action Plan subject to the direction is relevant to all functions across Glasgow City Health and Social Care Partnership.	Within existing resources	06-Feb-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2008%20-%20Health%20and%20Social%20Care%20Integration%202018%20-%20Audit%20Scotland_0.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2008%20-%20Health%20and%20Social%20Care%20Integration%202018%20-%20Audit%20Scotland_0.pdf</a>	
Council only	Glasgow City Council (through Land and Environmental Services) are directed to utilize non-recurring funding allocated by the IJB to continue to deliver the Assisted Home Garden Maintenance Service for the first 6 months of the 2019/2020.  Glasgow City Council (through Land and Environmental Services) are further directed to engage with the current recipients of the Assisted Home Garden Maintenance Service in order to assess impact and develop alternative options, by 1 October 2019, to mitigate any negative impact from the withdrawal of this service.	Assisted Home Garden Maintenance Service provided by Glasgow City Council through Land and Environmental Services	£520,000 non-recurring funding has been allocated by the IJB to carry out the direction in relation to continuation of the Assisted Home Garden Maintenance Service for the first 6 months of the 2019/2020.	06-Feb-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Assisted%20Home%20Garden%20Maintenance.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Assisted%20Home%20Garden%20Maintenance.pdf</a>	



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Both Council and Health Board	<p>Glasgow City Council is directed to spend the delegated net budget of £433,074,600 in line with the Strategic Plan and the budget outlined within this report. Glasgow City Council is also directed to jointly develop a financially sustainable solution for both Homecare and Housing First by September 2019 with update reports to the IJB on 27 June 2019 and 18 September 2019.</p> <p>NHS Greater Glasgow and Clyde is directed to spend the delegated net budget of £805,007,000 in line with the Strategic Plan and the budget outlined within this report.</p>	Budget 2019-20	The budget delegated to NHS Greater Glasgow and Clyde is £805,007,000 and Glasgow City Council is £433,074,600 as per this report.	27-Mar-19	<a href="https://glasgowcity.hscp.scot/publication/item-no-9-integration-joint-board-financial-allocations-and-budgets-2019-2020">https://glasgowcity.hscp.scot/publication/item-no-9-integration-joint-board-financial-allocations-and-budgets-2019-2020</a>	
Council only	Glasgow City Council is directed to utilise the £3.696 million allocated by the Scottish Government to support the implementation of Free Personal Care to Under 65's	All services which include free personal care.	The introduction of Free Personal Care has been allocated £3.696 million from Scottish Government.	27-Mar-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20The%20Introduction%20of%20Free%20Personal%20Care%20for%20Under%2065s_1.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20The%20Introduction%20of%20Free%20Personal%20Care%20for%20Under%2065s_1.pdf</a>	
Council only	Council is directed to vary Glasgow Purchased Service contracts by an additional 2.3% for those Providers who have agreed to pay the living wage, and for Direct Payment recipients. Excluded from this award will be those services governed by national contracts, such as the National Care Home Contract (details are included in a separate report to the IJB) and Scotland Excel. Also excluded from this award will be services provided by the Purchased Services Framework 2019.	Glasgow Purchased Services Contracts Glasgow Purchased Services Contracts (Sleepover) Direct Payments	The proposal to increase rates by 2.3% will cost an additional £3,700,000. Funds have been made available within the Scottish Government settlement for 2019/20.	27-Mar-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Scottish%20Living%20Wage%20Settlement%202019_1.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Scottish%20Living%20Wage%20Settlement%202019_1.pdf</a>	
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde jointly are directed to align future iterations of the Workforce Plan to the timescales of the HSCP Strategic Planning cycle and to progress the actions outlined at Section 3 of the Workforce Plan.	All functions and care groups covered in the appended Workforce Plan.	Within existing resources (taking into account additional investment committed by the Government to develop the mental health workforce over the next 5 years).	27-Mar-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2013%20-%20Glasgow%20City%20HSCP%20Workforce%20Plan%202019-2022_0.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2013%20-%20Glasgow%20City%20HSCP%20Workforce%20Plan%202019-2022_0.pdf</a>	
Both Council and Health Board	<p>Glasgow City Council is directed to conclude negotiations with Turning Point Scotland in relation to modification of the existing Glasgow Drug Crisis Centre (GDCC) and Link-up (alcohol crisis intervention) services to deliver an integrated service from one location as a test of concept approach pending future formal procurement process</p> <p>Direct the Health Board to commence formal recruitment of Medical Officer.</p>	Addiction and Homeless Crisis Drug and Alcohol Provision.	GDCC - £1,634,986 (£842,464 Health Board resource transfer) Link Up - £926,327.69	27-Mar-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2014%20-%20Proof%20of%20Concept%20-%20Turning%20Point%20Scotland%20Transformational%20Change%20Proposal_0.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2014%20-%20Proof%20of%20Concept%20-%20Turning%20Point%20Scotland%20Transformational%20Change%20Proposal_0.pdf</a>	

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Direction to	Full Text	Functions Covered by Direction	Budget Allocated by IJB to carry out direction(s)	Date Issued	Link to IJB paper	Most Recent Review (Date)
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to progress the options appraisal and further refinement of the proposed model for out of hours and urgent care in the community and to complete the development of proposals for approval by the IJB that comply with the recommendations of the Ritchie report.	The following out of hours functions are covered by this direction; GP; District Nursing; Community Rehabilitation; Children's Social Work Residential Services; Emergency Social Work Services; Emergency Dental Services; Homelessness; Home Care; Mental Health; Community Pharmacy; Optometry	Within existing resources	27-Mar-19	<a href="https://glasgowcity.hsc.scot/sites/default/files/publications/ITEM%20No%2015%20-%20GGC%20Review%20of%20Health%20and%20Social%20Care%20OOHs%20Services%20-%20UCRH%20Proposal.pdf">https://glasgowcity.hsc.scot/sites/default/files/publications/ITEM%20No%2015%20-%20GGC%20Review%20of%20Health%20and%20Social%20Care%20OOHs%20Services%20-%20UCRH%20Proposal.pdf</a>	27 August 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are jointly directed to carry out a 'test for change' within North East Glasgow's LD services to inform the future roll-out of integrated community learning disability teams across the city, including an effective mechanism for gathering service user and carer views on their experience of integrated services.  Glasgow City Council and NHS Greater Glasgow and Clyde are further directed to carry out an option appraisal during 2019 to inform the viability of replacing GCHSCP's LD day centres at Riddrie and Carlton with new build accommodation and, on completion, present recommendations back to the IJB.	Community learning disability teams (CLDTs) and Learning Disability day care services.	Within existing resources	27-Mar-19	<a href="https://glasgowcity.hsc.scot/sites/default/files/publications/ITEM%20No%2016%20-%20Adult%20Services%20Transformational%20Change%20Programme%202018-21%20Progress%20Report%20-%20Integration%20of%20Learning%20Disability%20Services.pdf">https://glasgowcity.hsc.scot/sites/default/files/publications/ITEM%20No%2016%20-%20Adult%20Services%20Transformational%20Change%20Programme%202018-21%20Progress%20Report%20-%20Integration%20of%20Learning%20Disability%20Services.pdf</a>	23 August 2019
Council only	Glasgow City Council are directed to urgently progress the recruitment of c400 care at home staff as set out in 3.3 above, and to ensure that Council employees and resources are appropriately supported within the HSCP to further develop the Equal Pay Contingency Plan of the HSCP.	Home Care Services	Within existing resources	27-Mar-19	<a href="https://glasgowcity.hsc.scot/sites/default/files/publications/ITEM%20No%2017%20-%20Care%20Services%20Contingency%20Planning%20-%20Equal%20Pay.pdf">https://glasgowcity.hsc.scot/sites/default/files/publications/ITEM%20No%2017%20-%20Care%20Services%20Contingency%20Planning%20-%20Equal%20Pay.pdf</a>	
Health Board only	To streamline and facilitate the process of recruitment of staff.	Staff recruitment in support of priority workstreams.	Budget allocation to carry out direction as indicated in Appendix 3 of report.	08-May-19	<a href="https://glasgowcity.hsc.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Primary%20Care%20Improvement%20Plan%20PCIP2%20-%20Progress%20in%202018-19%20and%20Plans%20for%202019-20_2.pdf">https://glasgowcity.hsc.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Primary%20Care%20Improvement%20Plan%20PCIP2%20-%20Progress%20in%202018-19%20and%20Plans%20for%202019-20_2.pdf</a>	25 July 2019
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to work collaboratively with Glasgow City HSCO and other key partners to deliver the Property Strategy 2019 – 2022.	All health and social care functions as they relate to property.	Revenue budget as advised by the Chief Officer: Finance and Resources, Capital budgets in line with the capital planning arrangements of the Council and Health Board respectively.	08-May-19	<a href="https://glasgowcity.hsc.scot/sites/default/files/publications/ITEM%20No%2008%20-%20IJB%20Property%20Strategy%202019-2022.pdf">https://glasgowcity.hsc.scot/sites/default/files/publications/ITEM%20No%2008%20-%20IJB%20Property%20Strategy%202019-2022.pdf</a>	

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Council only	From 8 April 2019 implement the 3.65% uplift rate to nursing care and 3.40% uplift to residential care, the rates attached at appendix 1 and vary the contracts with providers in line with the conditions at 4.3.	Care home, intermediate care and commissioned services.	4.1 The cost of the uplift of £2.608m will be funded by the additional monies provided to integration authorities in 2019/20 for social care.	08-May-19	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2009%20-%20National%20Care%20Home%20Contract%20Settlement%202019-20.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2009%20-%20National%20Care%20Home%20Contract%20Settlement%202019-20.pdf</a>	
Council only	IJB directs Glasgow City Council to fully implement the Homelessness Savings Plan as outlined in this report by 1st October 2019.	Purchased Homelessness Services, residential and community/outreach provision.	Delivery of the direction is within existing resources.	08-May-19	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Homelessness%20Service%20Savings%202019-20.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Homelessness%20Service%20Savings%202019-20.pdf</a>	27 August 2019
Council only	Glasgow City Council is directed to carry forward reserves totalling £19.912m on behalf of the IJB as outlined in section 5 of the report.	All functions delegated to the IJB from Glasgow City Council and NHS Greater Glasgow and Clyde.	As outlined in section 5 of the report £19.912m in reserves carried forward.	26-Jun-19	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2008%20-%20Outturn%20Report%202018-19.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2008%20-%20Outturn%20Report%202018-19.pdf</a>	
Council only	All functions delegated to the IJB from Glasgow City Council and NHS Greater Glasgow and Clyde	All functions delegated to the IJB from Glasgow City Council and NHS Greater Glasgow and Clyde.	Glasgow City Council is directed to carry forward reserves totalling £19.912m on behalf of the IJB as outlined in Item No 8. Outturn Report 2018/19.	26-Jun-19	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Unaudited%20Annual%20Accounts%202018-19.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Unaudited%20Annual%20Accounts%202018-19.pdf</a>	
Health Board only	NHS Greater Glasgow and Clyde is directed to spend the delegated net budget of £805,007,000 in line with the Strategic Plan.	Budget 2019-20	The budget delegated to NHS Greater Glasgow and Clyde is £805,007,000 as per March report to IJB.	26-Jun-19	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Update%20on%20Financial%20Allocations%20and%20Budget%20for%202019-20_0.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Update%20on%20Financial%20Allocations%20and%20Budget%20for%202019-20_0.pdf</a>	
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are Directed to implement the citywide model of Youth Health Services outlined in section 4 of this report.	Integrated mental health and wellbeing support services for young people.	Funding of £401,565 for the provision of 7 hubs (Year 1 and 2) has been allocated. Funding for the final two hubs in 2021/22 will be sought from anticipated new funding from the Scottish Government. If this cannot be secured then the funding gap will be found from reconfiguration of children's services for 2021/22 onward.	26-Jun-19	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Redesign%20and%20Development%20of%20Youth%20Health%20Services%20in%20Glasgow_0.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Redesign%20and%20Development%20of%20Youth%20Health%20Services%20in%20Glasgow_0.pdf</a>	

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Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are jointly directed to invest funding in support of implementation of the Carers Act, as described in sections 6-11 and summarised in section 12, in; the Community support Project; 6 Family support workers; Band 3 Health Care Liaison worker; Development funding and Carer Short Breaks.	Adult carers and young carers.	A total budget for the investment outlined in this paper of £1,456,000 has been allocated on the following basis: Community Support Project £428,000 Investment in New Family Support Model £467,000 Family support workers 3rd sector £210,000 Band 3 Health Liaison worker £26,000 Development funding £25,000 Carer Short Breaks £300,000	26-Jun-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Implementing%20the%20Carers%20Scotland%20Act%202016_0.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Implementing%20the%20Carers%20Scotland%20Act%202016_0.pdf</a>	24 July 2019
Council only	Glasgow City Council is directed to allocate £0.937m of the year one funding allocation and progress the proposals of Glasgow City Health and Social Care Partnership's Rapid Rehousing Transition Plan, as outlined in Section 3.1 of this report, and allocate a one-off investment of £74k for IT system upgrades as outlined in section 3.3.	Housing and Homelessness Services, Prison Based Homelessness services, Housing Options, Housing First	The budget for this Direction consists of £0.937m in relation to the year 1 funding allocation available and a one-off investment of £74k for IT system upgrades.	18-Sep-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Rapid%20Rehousing%20Transition%20Plan%20Update.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Rapid%20Rehousing%20Transition%20Plan%20Update.pdf</a>	
Both Council and Health Board	(a) Glasgow City Council and NHS Greater Glasgow and Clyde jointly are directed to deliver services in line with the Integration Joint Board's Strategic Plan 2019-22, as advised and instructed by the Chief Officer and within the revised budget levels outlined in Appendix 1.	All functions outlined in Appendix 1 of the report.	As outlined in Appendix 1	18-Sep-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Glasgow%20City%20IJB%20Budget%20Monitoring%20for%20Month%204%20and%20Period%205%202019-20_0.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Glasgow%20City%20IJB%20Budget%20Monitoring%20for%20Month%204%20and%20Period%205%202019-20_0.pdf</a>	
Council only	(b) Direct £0.500m to Development and Regeneration Services for investment in stair lifts as outlined in section 5.3.3.	As outlined at section 5.3.3	As outlined at section 5.3.3	18-Sep-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Glasgow%20City%20IJB%20Budget%20Monitoring%20for%20Month%204%20and%20Period%205%202019-20_0.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Glasgow%20City%20IJB%20Budget%20Monitoring%20for%20Month%204%20and%20Period%205%202019-20_0.pdf</a>	
Health Board only	NHS Greater Glasgow and Clyde is directed to implement the revised Sexual Health services model as outlined in sections 4, 5 & 6 of this Implementation Plan.	Specialist Sexual Health services	The total amount required to implement the proposed service model for Sexual Health services is £8,028,464	20-Nov-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Transformational%20Change%20Programme%20-%20Sexual%20Health%20Services%20Implementation%20Plan.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Transformational%20Change%20Programme%20-%20Sexual%20Health%20Services%20Implementation%20Plan.pdf</a>	

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Health Board only	NHS Greater Glasgow and Clyde is directed to undertake a review of the Prison Healthcare Workforce as outlined in this paper and make recommendations for workforce development to the Integration Joint Board by the end of August 2020.	Prison Healthcare, including general practitioners, nursing and psychology team providing primary care, mental health (including psychology), pharmacy, addiction and health improvement services.	Within existing resources.	20-Nov-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2008%20-%20Prison%20Healthcare%20Workforce%20Review%20Proposal.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2008%20-%20Prison%20Healthcare%20Workforce%20Review%20Proposal.pdf</a>	
Council only	Glasgow City Council is directed, as per the detail outlined in this report, to issue a competitive tender for ARBD citywide supported living service	Alcohol Related Brain Damage commissioned services	The activity to carry out the work associated with this Direction will be carried out within existing resources. The delivery of ARBD services as a result of this Direction will be within the existing financial commitment of £2,798,631 per annum.	20-Nov-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20ARBD%20-%20Commissioned%20Services%20Strategic%20Review%20Outcomes.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20ARBD%20-%20Commissioned%20Services%20Strategic%20Review%20Outcomes.pdf</a>	
Council only	Glasgow City Council is directed, as per the detail outlined in this report, to reconfigure Penumbra Bardowie Street	Alcohol Related Brain Damage commissioned services	The activity to carry out the work associated with this Direction will be carried out within existing resources. The delivery of ARBD services as a result of this Direction will be within the existing financial commitment of £2,798,631 per annum.	20-Nov-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20ARBD%20-%20Commissioned%20Services%20Strategic%20Review%20Outcomes.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20ARBD%20-%20Commissioned%20Services%20Strategic%20Review%20Outcomes.pdf</a>	
Council only	Glasgow City Council is directed, as per the detail outlined in this report, to renegotiate the weekly rate in Loretto Fullarton	Alcohol Related Brain Damage commissioned services	The activity to carry out the work associated with this Direction will be carried out within existing resources. The delivery of ARBD services as a result of this Direction will be within the existing financial commitment of £2,798,631 per annum.	20-Nov-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20ARBD%20-%20Commissioned%20Services%20Strategic%20Review%20Outcomes.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20ARBD%20-%20Commissioned%20Services%20Strategic%20Review%20Outcomes.pdf</a>	
Council only	Glasgow City Council is directed to work with partners in the Housing Sector to deliver on the actions outlined in the Action Plan appended to this report.	Housing functions delegated to the Integration Joint Board via the Integration Scheme	Within existing resources	20-Nov-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Housing%20Contribution%20Statement%202019-22_0.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Housing%20Contribution%20Statement%202019-22_0.pdf</a>	
Council only	Glasgow City Council is directed to spend the additional delegated net budget of £2,800,000 in line with the Strategic Plan and the budget outlined within this report.	Budget 2019-20	The additional budget delegated to Glasgow City Council is £2,800,000 as per this report.	20-Nov-19	<a href="https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Update%20on%20Sustainable%20Solution%20for%20Home%20Care%20Services%20for%202019-20.pdf">https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Update%20on%20Sustainable%20Solution%20for%20Home%20Care%20Services%20for%202019-20.pdf</a>	

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Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are jointly directed to invest £8.5M of the IJB's 2019/20 financial year underspend in the proposals referred to in section 4 of this report.	The Maximising Independence Programme result in the development and implementation of that will impact on a variety of functions within adults and older people's services, with the full scope yet to be determined. Functions within scope will include; family support models; residential services and high cost care home packages; home care; supported living; intermediate care; Acute services; shared care and kinship care.	The budget for investment in the proposals outlined in this report is £8.5M.	20-Nov-19	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Maximising%20Independence%20in%20Glasgow%20City%20-%20Update.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Maximising%20Independence%20in%20Glasgow%20City%20-%20Update.pdf</a>	
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to allocate funding to implement the proposals as outlined in sections 3.1 and 4.1 of this report.	Glasgow City ADP	The budget allocation to fund the proposals outlined in this report is £3,087m for 2019/20 and £0.494m to be funded from the financial allocations described in this report.	29-Jan-20	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Alcohol%20and%20Drug%20Partnership%20-%20Investment%20Plan%20Update.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Alcohol%20and%20Drug%20Partnership%20-%20Investment%20Plan%20Update.pdf</a>	
Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde jointly are directed to deliver services in line with the Integration Joint Board's Strategic Plan 2016-19, as advised and instructed by the Chief Officer and within the revised budget levels outlined in Appendix 1.	All functions outlined in Appendix 1 of the report.	As outlined in Appendix 1.	29-Jan-20	<a href="https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Glasgow%20City%20IJB%20Budget%20Monitoring%20for%20M8%20and%20P9%202019-20.pdf">https://glasgowcity.hscpc.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Glasgow%20City%20IJB%20Budget%20Monitoring%20for%20M8%20and%20P9%202019-20.pdf</a>	