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Item No: 11

Meeting Date: Wednesday 24th March 2021

**Glasgow City
Integration Joint Board**

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

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**Glasgow City Integration Joint Board Budget Monitoring
for Month 10 and Period 11 2020/21**

Purpose of Report:

This report outlines the financial position of Glasgow City Integration Joint Board as at 31st January 2021 (Health) and 15th January 2021 (Council) and highlights any areas of budget pressure and actions to mitigate these pressures.

Background/Engagement:

The financial position of Glasgow City Integration Joint Board is monitored on an ongoing basis throughout the financial year and reported to each meeting of the Board.

Recommendations:

The Integration Joint Board is asked to:

- a) note the contents of this report;
- b) approve the budget changes noted in section 3;
- c) note the funding received from the Winter Plan Social Protection Fund and the plans outlined in section 5.1.9;
- d) note the summary of current Directions (Appendix 2).

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 2019-22.

Implications for Health and Social Care Partnership:

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

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1. Purpose

- 1.1 This monitoring statement provides a summary of the financial performance of Glasgow City Integration Joint Board for the period 1 April 2019 to 31st January 2021 (Health), and to 15th January 2021 (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 £19.792m lower than budget to date. Gross expenditure is £20.026m (1.88%) underspent, and income is under-recovered by £0.234m (0.24%).
- 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 £13.145m. 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
Increase in Budget for Income for Unaccompanied Asylum Seeking Children	£434,579	-£434,579	£0
COVID Funding Scottish Government	£2,347,325		£2,347,325
Sexual Health Services HUB Redesign	£111,862		£111,862
Primary Care Community Link Worker - Additional Funding	£600,000		£600,000
Mental Health Strategy Action 15 - Tranche 2	£953,000		£953,000
Reduce Drugs Death Funding	£539,171		£539,171
Balance of Primary Care Improvement Fund Funding	£3,862,028		£3,862,028
Balance of Action 15 Funding	£1,532,404		£1,532,404
Balance of ADP Funding	£1,506,677		£1,506,677
Distinction Awards for NHS Consultants	£162,110		£162,110
GP Premises Funding	£180,831		£180,831
Hepatitis C Virus Prevention	£368,000		£368,000
Glasgow City Tobacco Prevention Funding 2020/21	£493,000		£493,000
Non-cash Ltd (NCL) Dental income		-£227,000	-£227,000

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Explanation	Changes to Expenditure Budget	Changes to Income Budget	Net Expenditure Budget Change
Non-cash Ltd expenditure 2020 Dental adjustment	-£900,600		-£900,600
Non-cash Ltd expenditure 2020 GPS adjustment	£362,078		£362,078
Non-cash Ltd expenditure 2020 GOS adjustment	£1,118,747		£1,118,747
Other Minor Adjustments	£310,386	-£175,215	£135,172
Total	£13,981,598	-£836,794	£13,144,805

4. Transformation Programme

- 4.1 The overall savings target for 2020/21 is £13.770m. At this stage of the year it is anticipated that actual savings realised will be £10.301m representing 75% of the target. Delivery of savings has been impacted by the need to focus resources in responding to COVID-19. These are mainly linked to savings identified for the Maximising Independence Programme and Transport savings. Programme boards have re-commenced to support major savings initiatives, however it is anticipated that full delivery will not be achievable in 2020-21. The tender for transport has been delayed and discussions continue with the Council to expedite this.
- 4.2 The unachieved savings target from prior years is £2.246m. At this stage of the year it is anticipated that £2.246m is forecast to be achieved, 100% of the total savings target. These are mainly linked to savings identified for the Maximising Independence Programme.
- 4.3 The savings realised are reflected in the overall financial position reported in this monitoring statement.

5. Reasons for Major Budget Variances

5.1 Children and Families

- 5.1.1 Net expenditure is underspent by £4.290m.
- 5.1.2 Employee costs is underspent overall by £0.572m. £1.841m is due to a number of vacancies which are currently being recruited to. This is offset within Community Nursing by Health Visiting which is overspent by £1.295m as the band 7 in-post WTE is greater than the funded establishment by 33.6 WTE, together with provision made for the students in training.
- 5.1.3 Purchased Placements is underspent by £1.759m and is reflective of demand and the ability of the HSCP and providers to respond to service during the pandemic.
- 5.1.4 Supported Living is underspent by £1.208m mainly in respect of the new investment funding for Family Support Services where there was a delay in the progress of tendering activity, which has been impacted by responding to the pandemic.

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- 5.1.5 Residential Schools is overspent by £0.481m, with current placements totalling 45 which represents a net reduction of 9 since 1 April 2020.
- 5.1.6 Personalisation is underspent by £0.446m and Provided Fostering by £0.216m and is partially offset by an overspend in Direct Payments of £0.262m. This is reflective of demand at the present time.
- 5.1.7 Income is over-recovered overall by £0.749m. Unaccompanied Asylum Seeking Children income is over-recovered by £0.124m in respect of the confirmation of outstanding cases from last financial year. There is an over-recovery of £0.337m in relation to income from staff secondments and external funding, and £0.240m for inter-agency adoption placements.
- 5.1.8 In December 2020 the Scottish Government allocated £4,220,106 from the Winter Plan Social Protection Fund and allocated from the Scottish Government. This funding is to be used to address issues around residential care for children and young people as a result of Covid-19, to address the extra social work demands posed by children's hearings recovery plans and to support services for vulnerable children and young people. It has been confirmed that up to 25% of the allocation can be carried forward into next year.
- 5.1.9 The following plans have been developed to secure spend in 2020/21 and support vulnerable children and young people across the city. Proposals for the remaining balance of 25% will be submitted to a future IJB.

Expenditure	No of Children Supported	£
Payment for Looked after Children and people in continuing care / aftercare of £400	3,961	£1,584,400
Additional payment for children on the child protection register and other vulnerable children - vulnerability £400	2,961	£1,184,400
Investment in laptops and tablets for Children's Houses.		£60,597
Additional funding S22 to support families flexibly		£60,000
Additional funding S29 to support young people in continuing and aftercare – open to bids from workers		£60,000
Shannon's Box – to provide young people with a welcome pack when they arrive at their care placement (£13,200 from 20/21 and £13,200 from 21/22)		£13,200
Pocket-talk – investment in a mobile devices that are used for translation.		£4,800
Additional staffing costs linked to delivery of residential care during the Pandemic.		£197,683
TOTAL		£3,165,080

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5.2 Adult Services

- 5.2.1 Net expenditure is underspent by £1.385m.
- 5.2.2 Employee costs are underspent by £4.011m throughout all services due to periods of vacancies, turnover and difficulties recruiting to posts. Recruitment has been delayed due to covid19 restrictions but continues to be progressed for vacant posts in all services. Service reviews, in both Sexual Health Services & Complex Needs Services, have concluded and are now in the implementation phase which should see a number of new posts filled.
- 5.2.3 Third party costs are overspent by £1.664m attributable in the main to Learning Disabilities Purchased Services (including Self Directed Support). This is attributable to unachieved savings and the impact of transition 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). Service uptake and delivery continue to be severely impacted by Covid, and as such the budget position is based on a high level of uncertainty.

5.3 Older People and Physical Disability

- 5.3.1 Net expenditure is underspent by £7.837m.
- 5.3.2 Employee costs are underspent by £0.802m mainly in Community Health settings, Homecare services and Hospital discharge due to staff vacancies which are currently being recruited.
- 5.3.3 Purchased care homes are underspending by £4.977m to date. The pandemic has had a significant impact on our assumptions, and so far year to date we have seen both a 12% decrease in admissions levels, and a 52% increase in discharge levels over the same time.
- 5.3.4 Other purchased services are underspent by £1.965m including Personalisation, Supported Living, Discharge to Assess and Purchased Homecare Services and are reflective of demand and the ability of the HSCP and providers to respond to service demand during the pandemic. Discharge to Assess is a new service that has started but has been impacted by the pandemic.
- 5.3.5 Supplies and services are underspending by £0.320m mainly within Care Alarms services in relation to the purchase of telecare equipment and is reflective of services operating at a reduced capacity during the pandemic.

5.4 Resources

- 5.4.1 Net expenditure is underspent by £1.510m.
- 5.4.2 Employee costs is underspent by £0.676m due to vacancies / turnover across a number of areas.

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- 5.4.3 There is an underspend of £0.644m within Equipu, Stairlifts and Ceiling Track Hoists as less equipment is being purchased/utilised by the partnership, primarily due to COVID-19. This is offset by a reduction in income recoveries.
- 5.4.4 Property and ICT and Service Development is underspent by £1.135m due to delays in expenditure commitments and also the expenditure associated with a prior year accrual being less than anticipated. Postages is also underspent by £0.109m due to reduced activity.
- 5.4.5 There is an under-recovery in Income of £1.096m mainly due to lack of activity caused by COVID-19. This is across Stairlifts, Ceiling Track & Hoists, EquipU and Linguistics. This is reflected in the underspend in Supplies and Services. These services have a net position of £0.113m over.

5.5 Criminal Justice

- 5.5.1 Net expenditure is underspent by £0.306m.
- 5.5.2 The service is showing an underspend of £0.306m due mainly to slippage in appointments to vacancies and delays in implementing purchased services. Some of this will be required to be earmarked to meet future commitments.

5.6 Primary Care

- 5.6.1 Primary Care is showing an underspend position of £4.464m.
- 5.6.2 Vacancies within Prescribing Support Services and Health Improvement teams is resulting in an underspend of £0.710m; this is partly offset by expenditure on Third Party costs resulting in a net underspend of £0.360m.
- 5.6.3 Prescribing is currently underspending by £3.946m which is summarised in the table below.

Main Areas	£m
Schedule 4 GIC (Gross Ingredient Cost) – main GP prescribing budget	-1.919
Invest to Save	0.000
Over-recovery of discounts and rebates	-2.027
Net Underspend	-3.946

- 5.6.4 Prescribing volumes remain significantly lower this year, approx. 5.5% reduction over the same period last year. This has negated the impact of higher prices due to short-supply; in addition, there are one-off windfalls from discount rebates and tariff swap reduction.
- 5.6.5 This budget area will continue to be closely monitored. At the end of last financial year the IJB earmarked £2.962m in earmarked reserves to offer a contingency in this budget due to the anticipated risk associated with pricing both during the COVID-19 pandemic and also the potential impact of BREXIT.

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5.7 Response to COVID-19

5.7.1 Funding of costs associated with COVID-19, for services delegated to the IJB, will be routed through Greater Glasgow and Clyde Health Board and passed through to the IJB to meet costs. Discussions with Scottish Government continue in relation to this funding. To date the IJB has been allocated £49.120m to meet the initial costs of responding to COVID-19, and this now represents full funding of anticipated costs. To date £27.789m has been spent responding to COVID-19.

5.7.2 In addition to this, additional Covid-19 funding has been allocated to Integration Authorities in the following areas noted below. Given the timing of these allocations it is anticipated that these will be required to be carried forward in earmarked reserves to meet commitments in 2021/22.

- In view of the ongoing financial pressures in relation to Covid, along with the need to ensure ongoing financial sustainability across the social care sector, national funding of £100 million has been allocated. This is to support ongoing Covid costs, including new ways of working developed in year, and additional capacity requirements. Glasgow City's share is £11.9m.
- A further £20 million of Community Living Change Funding is also being allocated to Integration Authorities. This is to support discharge from hospital of people with complex needs, to support the return to Scotland of those placed in care in the rest of the UK and costs associated with the redesign of service provision in order to avoid future hospitalisation and inappropriate placements. Glasgow City's share is £2.7m.
- A further £40 million in Winter Plan Funding which is to be used to meet ongoing sustainability payments and staff restriction policies. Glasgow City's share is £4.6m.

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 £19.792m 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.

7.3 In line with the approved Reserves Policy, any net underspend which may occur within 2020/21 will be transferred to reserves at the end of the financial year in order to provide future security against unexpected cost pressures and aid financial stability.

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7.4 The probable outturn for 2020/21 reported an overspend of £4.6m.

	£ millions
Net Underspend in Operational Services	(£14.3m)
Current Funding Gap – Response to the Pandemic	£18.9m
Net Overspend	£4.6m

7.5 This outturn reflected the funding which had been provided for COVID-19 at that time, with a recognition that further funding would be allocated early in the new calendar year. Full funding has now been confirmed. The result of this on the outturn would be to remove the overspend linked to COVID which was reported in November, leaving only the operational underspend of £14.3m.

7.6 It was recognised in November that the outturn was completed with a high level of uncertainty. The Health and Social Care Partnership continues to operate under the powers introduced by the emergency legislation in relation to Covid 19 and expect these to be in place until June. As a result, the final position is expected to change as we continue to respond to the challenges of the pandemic. The impact of this can already be seen in the year to date underspend of £19.792m and this will continue to be kept under review.

7.7 It is recommended that this underspend is held in General Reserves to offer the IJB a reasonable contingency to deal with the risks which will exist in 2021/22 in relation to further COVID costs, potential financial implications of BREXIT and the ability to deliver on existing and further transformational savings while we respond to the pandemic.

7.8 A number of potential risks are highlighted throughout this monitoring report which will require to be mitigated going forward and these will be considered as part of our revenue budget plans for 2020/21.

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;
- c) note the funding received from the Winter Plan Social Protection Fund and the plans outlined in section 5.1.9;
- d) note the summary of current Directions (Appendix 2).

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Direction from the Glasgow City Integration Joint Board

1	Reference number	240321-11
2	Report Title	Glasgow City Integration Joint Board Budget Monitoring for Month 10 and Period 11 2020/21
3	Date direction issued by Integration Joint Board	24 March 2021
4	Date from which direction takes effect	24 March 2021
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 (ref 270121-10)
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 2020-23, 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	May 2021

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Appendix 1

Glasgow City Integration Joint Board

Budget Monitoring Statement to end January/Period 11 2020/21

Budget Variance by Care Group

Annual Net Expenditure Budget £0		Actual Net Expenditure to Date £0	Budgeted Net Expenditure to Date £0	Variance to Date £0
158,183	Children and Families	122,593	126,883	-4,290
307,046	Adult Services	237,766	239,151	-1,385
310,036	Older People (incl Dementia)	232,636	240,473	-7,837
50,686	Resources	26,489	27,999	-1,510
-740	Criminal Justice	485	791	-306
367,290	Primary Care	300,303	304,767	-4,464
49,120	COVID-19	27,789	27,789	0
1,241,621	Total	948,061	967,853	-19,792

	Funded By :-
426,294	Glasgow City Council
802,202	NHS Greater Glasgow & Clyde
11,395	NHS Greater Glasgow & Clyde - COVID-19
1,730	Drawdown of Earmarked Reserves
1,241,621	

Transfer to Reserves	19,792
Net Balance	0

Budget Variance by Subjective Analysis

Annual Budget £0		Actual to Date £0	Budget to Date £0	Variance to Date £0
	Expenditure			
496,453	Employee costs	402,993	402,384	609
25,285	Premises Costs	10,140	7,633	2,507
5,829	Transport Costs	4,376	4,504	-128
156,721	Supplies and Services	70,015	83,648	-13,633
330,133	Third party Costs	245,805	251,896	-6,091
34,914	Transfer Payments	30,016	29,365	651
868	Capital Financing Costs	0	0	0
124,627	Prescribing	100,447	104,393	-3,946
214,207	Family Health Services	181,179	181,174	5
1,389,037	Total Expenditure	1,044,971	1,064,997	-20,026
147,416	Income	96,910	97,144	-234
1,241,621	Net Expenditure	948,061	967,853	-19,792

Reference no.	Report Title	Direction to	Full Text	Functions Covered by Direction	Budget Allocated by IJB to carry out direction(s)	Date Issued	Status	Link to IJB paper	Most Recent Review (Date)
240616-8-a	Delivering a Transformed Health and Social Care Service	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 https://www.glasgow.gov.uk/CHttpHandler.ashx?id=33909&p=0	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160624_Item_8_Delivering_Transformed_Health_Social%20Care_Glasgow_April%202017.pdf	06 August 2019
210916-12-a	Homelessness Strategy	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 (https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35270&p=0), 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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160921_Item_12.pdf	27 August 2019
210916-15-a	Unaccompanied Asylum Seeking Children	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 (https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35273&p=0)	Children's Services	As advised by the Chief Officer: Finance and Resources	21-Sep-16	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160921_Item_15.pdf	03 September 2019
210916-21-a	Occupational Therapy Review	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 (https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35278&p=0)	Older People's Services / Occupational Therapy	As advised by the Chief Officer: Finance and Resources	21-Sep-16	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160921_Item_21.pdf	23 August 2019
210916-22-a	Assistive Technology	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 (https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35279&p=0), and to subsequently implement those recommendations.	Older People's Services	As advised by the Chief Officer: Finance and Resources	21-Sep-16	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20160921_Item_22.pdf	23 August 2019
311016-5-a	Community Planning Arrangements (Community Justice functions)	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20161031_Item_5.pdf	27 August 2019
311016-7-a	Multi Agency City Centre Hub Pilot Proposal	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%207%20-%20Multi%20Agency%20City%20Centre%20Hub%20Pilot%20Proposal.pdf	27 August 2019

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Reference no.	Report Title	Direction to	Full Text	Functions Covered by Direction	Budget Allocated by IJB to carry out direction(s)	Date Issued	Status	Link to IJB paper	Most Recent Review (Date)
311016-8-a	Continuing and Complex Care	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%208%20-%20Continuing%20and%20Complex%20Care.pdf	23 August 2019
091216-5-a	Housing Contribution Statement and Action Plan	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_09_12_2016_Item_No_5_-_Housing_Contribution_Statement_and_Action_Plan.pdf	02 September 2019
091216-8-a	Homelessness Service: Private Rented Sector Tender	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_09_12_2016_Item_No_8_-_Homelessness_Service_Private_Rented_Sector_Tender.pdf	30 August 2019
091216-12-a	Families for Unaccompanied Asylum Seeking Young People	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_09_12_2016_Item_No_12_Families_for_Unaccompanied_Refugee_Children.pdf	03 September 2019
180117-6-a	Advocacy Tender	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM_No_6_-_Advocacy_Tender.pdf	
180117-7-a	Developing Effective Joint Commissioning Arrangement	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM_No_7_-_Developing_Effective_Joint_Commissioning_Arrangement.pdf	
180117-11-a	Communications Strategy	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM_No_11_-_Communications_Strategy_2017-19.pdf	24 July 2019
150217-7-a	Alcohol and Drug Services	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_15_02_2017_ItemNo7_-_Alcohol_and_Drugs.pdf	23 August 2019
150217-8-a	Mental Health Services	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_15_02_2017_ItemNo8_-_Mental_Health_Services.pdf	23 August 2019
150217-14-a	Criminal Justice Funding 2017 - 2018	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_15_02_2017_ItemNo14_-_Criminal_Justice_Funding_17-18.pdf	27 August 2019

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150317-8-a	Homelessness Services – Transformational Change	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20170315_Item_8.pdf	27 August 2019
150317-9-a	Older People Mental Health	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20170315_Item_9.pdf	23 August 2019
210617-9-a	Safer Drug Consumption Facility and Heroin Assisted Treatment	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM_No_9_-_Safer_Drug_Consumption_Facility_and_Heroin_Assisted_Treatment.pdf	
200917-10-a	Glasgow HSCP Falls Strategy 2017-2020	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Glasgow%20HSCP%20Falls%20Strategy%202017-2020.pdf	23 August 2019
200917-11-a	Sexual Health Strategic Plan 2017-2020	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Sexual%20Health%20Strategic%20Plan%202017-2020.pdf	23 August 2019
200917-12-a	Draft Palliative and End of Life Care Plan	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Draft%20Palliative%20and%20End%20of%20Life%20Care%20Plan.pdf	24 July 2019
081117-6-a	Transformational Change Programme - Children's Services 2018-21	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2006%20-%20Transformational%20Change%20Programme%20-%20Childrens%20Services%202018-21.pdf	03 September 2019
081117-7-a	Older People's Transformational Change Programme 2018-21	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Older%20Peoples%20Transformational%20Change%20Programme%202018-21.pdf	23 August 2019
081117-8-a	West Glasgow Minor Injuries Services Review	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2008%20-%20West%20Glasgow%20Minor%20Injuries%20Services%20Review.pdf	23 August 2019

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081117-9-a	Treatment Foster Care Service Review and Employment Tribunal Judgement	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Treatment%20Foster%20Care%20Service%20Review%20and%20Employment%20Tribunal%20Judgement.pdf	03 September 2019
081117-11-a	Provision of Forensic Medical Services to people who have been sexually assaulted and/or raped	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	Current	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	23 August 2019
081117-12-a	Criminal Justice and Community Justice Overview	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Criminal%20Justice%20and%20Community%20Justice%20Overview.pdf	27 August 2019
240118-10-a	Social Care Housing Needs Assessment and Investment	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Social%20Care%20Housing%20Needs%20Assessment%20and%20Investment.pdf	
210318-10-a	Review of Social Work Out of Hours Service	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Review%20of%20Social%20Work%20Out%20of%20Hours%20Service_0.pdf	
090518-9-a	Provision of Emergency Accommodation for Homelessness	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Provision%20of%20Emergency%20Accommodation%20for%20Homelessness.pdf	27 August 2019
090518-11-a	Achieving Excellence in Pharmaceutical Care: A Strategy for Scotland	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Achieving%20Excellence%20in%20Pharmaceutical%20Care%20-%20A%20Strategy%20for%20Scotland_1.pdf	25 July 2019

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200618-9-a	Policy Development: Transition from Overnight Sleepover Support to Alternative Support Arrangements	Council only	To note GCHSCP's policy direction for the transition from overnight sleepover 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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Policy%20Development%20-%20Transition%20from%20Overnight%20Sleepover%20Support%20to%20Alternative%20Support%20Arrangements.pdf	23 August 2019
200618-10-a	Development of the City Centre Hub and Redesign of Out of Hours Services	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	Current	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	27 August 2019
190918-9-a	Primary Care Improvement Plan	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Primary%20Care%20Improvement%20Plan_0.pdf	25 July 2019
190918-11-a	Glasgow Homeless Alliance Tender	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Glasgow%20Homelessness%20Alliance%20Tender_0.pdf	27 August 2019
190918-13-a	Intensive Outreach Family Support Service Tender	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2013%20-%20%20Intensive%20Outreach%20Family%20Support%20Service%20Tender.pdf	03 September 2019
071118-6-a	Cordia Transfer Update	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2006%20-%20Cordia%20Transfer%20Update_1.pdf	06 August 2019

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071118-8-a	Tender for Specialist Care Home Service to Support People with Learning Disability requiring Complex Care	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	Current	https://glasgowcity.hscp.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	23 August 2019
071118-9-a	Changes to Frail Elderly Continuing Care: Implementation of the Scottish Government Guidance on Hospital Based Complex Care	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Changes%20to%20Frail%20Elderly%20Continuing%20Care_1.pdf	23 August 2019
121218-8-a	Alcohol and Drug Partnership: Priorities for Additional Investment	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2008%20-%20Alcohol%20and%20Drug%20Partnership%20-%20Priorities%20for%20Additional%20Investment_0.pdf	
060219-6-a	Update on the Award of the 2019 Social Work Framework Agreement for Selected Purchased Social Care Supports	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	Current	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	
060219-7-a	Glasgow Rapid Rehousing Transition Plan 2019/20 - 2023/24	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Glasgow%20Rapid%20Rehousing%20Transition%20Plan%202019-20%20to%202023-24_0.pdf	27 August 2019
060219-8-a	Health and Social Care Integration 2018 - Audit Scotland	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2008%20-%20Health%20and%20Social%20Care%20Integration%202018%20-%20Audit%20Scotland_0.pdf	

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060219-9-a	Assisted Home Garden Maintenance	Council only	<p>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.</p> <p>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.</p>	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Assisted%20Home%20Garden%20Maintenance.pdf	
270319-9-a	IJB Financial Allocations and Budgets 2019-2020	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	Current	https://glasgowcity.hscp.scot/publication/item-no-9-integration-joint-board-financial-allocations-and-budgets-2019-2020	
270319-10-a	The Introduction of Free Personal Care for Under 65s	Council only	<p>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</p>	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20The%20Introduction%20of%20Free%20Personal%20Care%20for%20Under%2065s_1.pdf	
270319-12-a	Scottish Living Wage Settlement (2019)	Council only	<p>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.</p>	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Scottish%20Living%20Wage%20Settlement%202019_1.pdf	
270319-13-a	Glasgow City HSCP Workforce Plan 2019-2022	Both Council and Health Board	<p>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.</p>	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2013%20-%20Glasgow%20City%20HSCP%20Workforce%20Plan%202019-2022_0.pdf	

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270319-14-a	Proof of Concept: Turning Point Scotland Transformational Change Proposal	Both Council and Health Board	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 Direct the Health Board to commence formal recruitment of Medical Officer.	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2014%20-%20Proof%20of%20Concept%20-%20Turning%20Point%20Scotland%20Transformational%20Change%20Proposal_0.pdf	
270319-15-a	GGC Review of Health and Social Care Out of Hours - Urgent Care Resource Hub Proposal	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2015%20-%20GGC%20Review%20of%20Health%20and%20Social%20Care%20OOHs%20Services%20-%20UCRH%20Proposal.pdf	27 August 2019
270319-16-a	Adult Services Transformational Change Programme 2018-21 Progress Report: Integration of Learning Disability Services	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	Current	https://glasgowcity.hscp.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	23 August 2019
270319-17-a	Care Services Contingency Planning - Equal Pay	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2017%20-%20Care%20Services%20Contingency%20Planning%20-%20Equal%20Pay.pdf	
080519-7-a	Primary Care Improvement Plan (PCIP2) - Progress in 2018/19 and Plan for 2019/20	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	Current	https://glasgowcity.hscp.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	25 July 2019
080519-8-a	IJB Property Strategy 2019-22	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2008%20-%20IJB%20Property%20Strategy%202019-2022.pdf	

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080519-9-a	National Care Home Contract Settlement 2019/20	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20National%20Care%20Home%20Contract%20Settlement%202019-20.pdf	
080519-10-a	Homelessness Service Savings 2019-20	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Homelessness%20Service%20Savings%202019-20.pdf	27 August 2019
260619-8-a	Outturn Report 2018/19	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2008%20-%20Outturn%20Report%202018-19.pdf	
260619-9-a	Unaudited Annual Accounts 2018/19	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Unaudited%20Annual%20Accounts_0.pdf	
260619-10-a	Update on Financial Allocations and Budget for 2019/20	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Update%20on%20Financial%20Allocations%20and%20Budget%20for%202019-20_0.pdf	
260619-11-a	Re-design and Development of Youth Health Services	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Redesign%20and%20Development%20of%20Youth%20Health%20Services%20in%20Glasgow_0.pdf	
260619-12-a	Implementing the Carers Scotland Act 2016	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Implementing%20the%20Carers%20Scotland%20Act%202016_0.pdf	24 July 2019
180919-10-b	Budget Monitoring	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	Current	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	

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201119-7	Transformational Change Programme - Sexual Health Services	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Transformational%20Change%20Programme%20-%20Sexual%20Health%20Services%20Implementation%20Plan.pdf	
201119-8	Prison Health Care Workforce Review Proposal	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2008%20-%20Prison%20Healthcare%20Workforce%20Review%20Proposal.pdf	
201119-9-a	Alcohol Related Brain Damage (ARBD) - Commissioned Services Strategic Review Outcomes	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20ARBD%20-%20Commissioned%20Services%20Strategic%20Review%20Outcomes.pdf	
201119-9-b	Alcohol Related Brain Damage (ARBD) - Commissioned Services Strategic Review Outcomes	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20ARBD%20-%20Commissioned%20Services%20Strategic%20Review%20Outcomes.pdf	
201119-9-c	Alcohol Related Brain Damage (ARBD) - Commissioned Services Strategic Review Outcomes	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20ARBD%20-%20Commissioned%20Services%20Strategic%20Review%20Outcomes.pdf	
201119-10	Housing Contribution Statement 2	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2010%20-%20Housing%20Contribution%20Statement%202019-22_0.pdf	
201119-11	Update on Sustainable Solution for Home Care Services for 2019-20	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2011%20-%20Update%20on%20Sustainable%20Solution%20for%20Home%20Care%20Services%20for%202019-20.pdf	

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201119-12	Maximising Independence in Glasgow City	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2012%20-%20Maximising%20Independence%20in%20Glasgow%20City%20-%20Update.pdf	
290120-9	Alcohol and Drug Partnership: Investment Plan Update	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	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2009%20-%20Alcohol%20and%20Drug%20Partnership%20-%20Investment%20Plan%20Update.pdf	
250320-08	Medium Term Financial Outlook 2020-2023	Both Council and Health Board	The Integration Scheme requires Glasgow City Council and NHS Greater Glasgow and Clyde to consider draft budget proposals based on the Strategic Plan as part of their annual budget setting processes. Both Partners are requested to consider this Medium Term Financial Outlook as part of their annual budget process for 2021 – 22 and 2022 – 23.	All functions as outlined in the Medium Term Financial Outlook.	Not relevant at this stage.	25-Mar-20	Current	https://glasgowcity.hscp.scot/publication/item-no-8-medium-term-financial-outlook-2020-2023	
250320-09	Financial Allocations and Budgets for 2020-2021	Both Council and Health Board	Glasgow City Council is directed to spend the delegated net budget of £444,199,800 in line with the Strategic Plan and the budget outlined within this report. NHS Greater Glasgow and Clyde is directed to spend the delegated net budget of £937,361,000 in line with the Strategic Plan and the budget outlined within this report.	Budget 2020-21	The budget delegated to NHS Greater Glasgow and Clyde is £937,361,000 and Glasgow City Council is £444,199,800 as per this report.	25-Mar-20	Current	https://glasgowcity.hscp.scot/publication/item-no-9-integration-joint-board-financial-allocations-and-budgets-20202021	
DA140420-01	National Care Home Contract Settlement 2020-21	Council only	From 6 April 2020 implement the 3.51% uplift rate to nursing care and 3.54% 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	The cost of the uplift of £2.423m will be funded from the additional monies provided by the Scottish Government to integration authorities in 2020/21.	15-Apr-20	Current	https://glasgowcity.hscp.scot/sites/default/files/publications/DA140420-01%20-%20National%20Care%20Home%20Contract%20Settlement%202020-21%20-%20Revised.pdf	
DA130520-02	Scottish Living Wage Settlement (2020/21)	Council only	Council is directed to vary Glasgow Purchased Service contracts by an additional 3.3% for those Providers who have agreed to pay the living wage, and for Direct Payment recipients with effect from 6 April 2020. 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 (ie Residential Schools)	Glasgow Purchased Services Contracts Glasgow Purchased Services Contracts (Sleepover) Direct Payments	The proposal to increase rates by 3.3% will cost £4,847,000. Funds have been made available within the GG&C Health Board Mobilisation Plans for Covid19, funded by the Scottish Government for 2020/21 to pay for the additional £0.881M. The IJB will fund £3.966M in line with the uplift that would have applied.	13-May-20	Current	https://glasgowcity.hscp.scot/publication/scottish-living-wage-settlement-2020-2021	

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DA130520-03	North East Health and Social Care Hub	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 and within the capital and revenue budget allocations outlined within the business case including the additional revenue funding of £630,000 approved by the IJB.	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	13-May-20	Current	https://glasgowcity.hscp.scot/publication/north-east-health-and-social-care-hub	
240620-9	Outturn Report 2019/20	Council only	Glasgow City Council is directed to carry forward reserves totalling £14.279m 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 £14.279m in reserves carried forward.	24-Jun-20	Current	https://glasgowcity.hscp.scot/publication/item-no-9-outturn-report-201920	
240620-10	Unaudited Annual Accounts	Council only	Glasgow City Council is directed to carry forward reserves totalling £14.279m on behalf of the IJB as outlined in Item No 9. Outturn Report 2019/20.	All functions delegated to the IJB from Glasgow City Council and NHS Greater Glasgow and Clyde	£14.279m in reserves carried forward.	24-Jun-20	Current	https://glasgowcity.hscp.scot/publication/item-no-10-unaudited-annual-accounts	
DA050820-04	Rapid Rehousing Transition Plan Update	Council only	Glasgow City Council is directed to allocate £1,076,447 of the year 2 funding allocation and progress the proposals of Glasgow City Health and Social Care Partnership's Rapid Rehousing Transition Plan, as outlined in Section 3 of this report.	Housing and Homelessness Services, Prison Based Homelessness services, Housing Options, Housing First	The budget for this Direction consists of £1,076,447 in relation to the year 2 funding allocation available.	05-Aug-20	Current	https://glasgowcity.hscp.scot/publication/rapid-rehousing-transition-plan-update	
DA050820-05	Community Justice Social Work Finance: Additional Grant Allocation	Council only	Glasgow City Council is directed to allocate additional Section 27 funding provided to Glasgow City by the Community Justice Division within the Scottish Government totalling £634,910 as per the proposals identified in section 3.3 and 3.4.	Criminal Justice; Bail Supervision, Diversion from Prosecution and Structured Deferred Sentences (SDS)	The total financial allocation to carry out the direction is £634,910.	05-Aug-20	Current	https://glasgowcity.hscp.scot/publication/community-justice-social-work-finance-additional-grant-allocation	
230920-08	ADP Investment Plan Update	Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to allocate the resources required to implement the Alcohol and Drug Partnership spending proposals in relation to; Drug Death Task Force funding for 2020/21 as outlined in section 5 and Appendix 1 and; year 3 Local Improvement Fund investment funding proposals as outlined in Appendix 2.	Glasgow City Alcohol and Drug Partnership	The financial allocations relevant to this Direction are £511,000 from the Drug Death Task Force funding and £3,397,000 from the Local Improvement Fund.	23-Sep-20	Current	https://glasgowcity.hscp.scot/publication/item-no-8-alcohol-and-drug-partnership-investment-plan-update	
230920-09	Mental Health Strategy and Implementation	Both Council and Health Board	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to allocate the required funding to support the 2020/21 spending proposals outlined in Appendix 1 of this report.	Mental Health services	The budget to be allocated for this purpose is £2,992,000.	23-Sep-20	Current	https://glasgowcity.hscp.scot/publication/item-no-9-mental-health-strategy-and-implementation	
230920-10	Commissioning and Procurement Strategy 2020-21	Council only	Glasgow City Council is directed to progress the tender activity highlighted for 2020/21 within section 8.2 of this report and provide and update report to the IJB in 2021 on all tendering activity referred to in section 8.2.	Specialist Residential Support Services for people with Learning Disability; Addiction Move On services; Intensive Family Support services; Intermediate Care Homes; Social Care Agency Staff; fostering and; employability services.	The budget to be allocated to carry out this Direction is £115.4m.	23-Sep-20	Current	https://glasgowcity.hscp.scot/publication/item-no-10-commissioning-and-procurement-strategy-2020-21	
270121-07	West of Scotland Sexual Assault and Rape Service - Report on the Progress made in Developing a Regional Service	Health Board only	NHS Greater Glasgow and Clyde is directed to implement the West of Scotland service model proposed within the report and to allocate recurrent funding to meet Glasgow City IJB's financial commitment for implementation of the service model.	Services for people who have experienced rape and/or sexual assault	The total amount of recurrent funding to be allocated by Glasgow City IJB to implement the proposed service model for Sexual Assault and Rape services is £303,870.	27-Jan-21	Current	https://glasgowcity.hscp.scot/publication/item-no-07-west-scotland-sexual-assault-and-rape-service	

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270121-08	Older People's Mental Health Strategy: Appin Ward, Stobhill Hospital	Health Board only	NHS Greater Glasgow and Clyde is directed to implement the change of use of the Appin Ward, Stobhill Hospital, to meet the needs of long stay functional patients as detailed in this report, in line with the wider OPMH Strategy NHSGGC.	Older People Mental Health Services	The change of the use of the Appin Ward as outlined in this report and via this Direction shall be achieved through re-direction of the existing budget for the provision of places at Rodger Park Care Home to be transferred to Appin Ward, and therefore does not require any additional budget allocation from the IJB.	27-Jan-21	Current	https://glasgowcity.hscp.scot/publication/item-no-08-older-peoples-mental-health-strategy-appin-ward-stobhill-hospital	
270121-09	Scottish Government Funding for Improved Mental Health Services and Supports for Children and Young People	Both Council and Health Board	IJB is directing the Council and Health Board to utilise the Scottish Government funding to develop, improve and expand mental health services and support for children and young people according to the principles and plans outlined in this paper, with an initial review of the outcomes achieved in March 2022.	Children's Services, Mental Health Services, Adult Services	Scottish Government funding of £434, 000 is available to March 2021, with a further £1.7million available for 2021 - 22 (likely to be recurring, with the 2021 – 2022 award awaiting parliamentary approval). These sources of funding are directed at tiers one and two level support. Funding of £1.3million has also been awarded as a one off payment to local authorities to meet the increased demand for mental health support throughout the pandemic.	27-Jan-21	Current	https://glasgowcity.hscp.scot/publication/item-no-09-scottish-government-funding-improved-mh-services-and-supports-children-and	
270121-10	Budget Monitoring	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 2020-23, 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.	27-Jan-21	Current	https://glasgowcity.hscp.scot/publication/item-no-10-glasgow-city-ijb-budget-monitoring-report-month-8-and-period-9-2020-21	