NOT YET APPROVED AS A CORRECT RECORD

Glasgow City Integration Joint Board

IJB(M)2026-01

Minutes of a hybrid meeting held at 9.30am on Wednesday 21st January 2026

Present:

Voting Members	Cllr Ken Andrew	Councillor, Glasgow City Council (substitute for Bailie Norman MacLeod)
	Martin Cawley	NHSGG&C Board Member
	Bailie Annette Christie	Councillor, Glasgow City Council (substitute for Cllr Allan Casey)
	Cllr Chris Cunningham	Councillor, Glasgow City Council (Vice Chair)
	Bailie Marie Garrity	Councillor, Glasgow City Council (substitute for Bailie Hanif Raja)
	David Gould	NHSGG&C Board Member
	Graham Haddock OBE	NHSGG&C Board Member
	Bailie Ann Jenkins	Councillor, Glasgow City Council
	Jamie Kinlochan	NHSGG&C Board Member
	Cllr Elaine McDougall	Councillor, Glasgow City Council
	Ketki Miles	NHSGG&C Board Member
	Cllr Jon Molyneux	Councillor, Glasgow City Council
	Cllr Lana Reid-McConnell	Councillor, Glasgow City Council
	Paul Ryan	NHSGG&C Board Member (Chair)
	Karen Turner	NHSGG&C Board Member
	Charles Vincent	NHSGG&C Board Member
Non-Voting Members	Duncan Black	Depute Chief Officer, Finance and Resources
	Ian Bruce	Third Sector Representative (substitute for Fi Grimmond)
	Josh Cairns	Staff Side Representative (NHS GG&C)
	Craig Cowan	Head of Business Development / Standards Officer
	Lorraine Cribbin	Interim Chief Nurse
	Dr Una Graham	Deputy Medical Director, Mental Health & Addiction Services
	Dr Richard Groden	Interim Clinical Director
	Davy Milligan	Carers Representative
	David Reilly	Independent Sector Representative
	Kit Renard	Service User Representative
	Jennifer Sheddan	Head of Housing, Neighbourhoods, Regeneration & Sustainability (GCC)
	Pat Togher	Chief Officer
In Attendance:	Jennifer Butler	Service Manager, Public Protection
	Geraldine Collier	Assistant Chief Officer, HR & Organisational Development
	Dominique Harvey	Head of Planning and Strategy, Children's Services & North-East
	Julie Kirkland	Senior Officer (Governance Support)
	Claire Maclachlan	Governance Support Officer – Minutes
	Jim McBride	Head of Adult Services, Homelessness & Complex Needs
Apologies:	Cllr Allan Casey	Councillor, Glasgow City Council
	Stephen Fitzpatrick	Depute Chief Officer, Strategy, Innovation & Best Value

Kelda Gaffney	Depute Chief Officer, Operations and Governance & Chief Social Work Officer
Stuart Graham	Trade Union Representative (GCC)
Fi Grimmond	Third Sector Representative
Bailie Norman MacLeod	Councillor, Glasgow City Council
Bailie Hanif Raja	Councillor, Glasgow City Council

Actions

1. Glasgow City Integration Joint Board Membership

Craig Cowan presented a report updating on changes to the membership of Glasgow City Integration Joint Board (GCIJB) and seeking approval of an appointment to the IJB Public Engagement Committee.

The report also updates on an amendment to the Scottish Statutory Instrument to Extend Voting Rights to IJB Lived Experience Representatives.

The NHS GG&C Board, on 18th December 2025, confirmed that Jamie Kinlochan will join the IJB as an NHS Non Executive Member (Health Board Voting Member), replacing Dr Emilia Crighton who retires in January 2026, and the IJB is asked to approve the appointment of Jamie as a Health Board Voting Member on the IJB Public Engagement Committee, replacing Emilia.

Officers confirmed that Dr Richard Groden will join the IJB on an interim basis, during Dr John O'Dowd's 6-month secondment to NHS GG&C.

The Chair welcomed Jamie Kinlochan and wished Dr Emilia Crighton well in her retirement. The Chair also welcomed Dr Richard Groden and wished Dr John O'Dowd well in his secondment.

In relation to the extension of voting rights to IJB lived experience representatives, Members questioned if the change was consulted on and if the IJB contributed. Officers confirmed that there was a consultation but with very limited time to respond. When responding Officers relied on previous comments in relation to the National Care Service consultation. Officers also noted that Independent Sector representation is not included within the extension to voting rights.

The Depute Chief Officer, Finance and Resources advised that he is a member of the Scottish Government Short Life Working Group which has been set up to support the implementation of the changes. This group will be working through the proposals and there are representatives from Chief Finance Officers, IJB Chairs and Vice Chairs Network, Third Sector, Carers and Service Users. Officers will continue to keep Members updated.

The Integration Joint Board:

a) **Noted the appointment outlined at paragraph 3.1;**
b) **Approved the appointment to IJB Public Engagement Committee at paragraph 4.2; and**

c) **Noted the amendment to the Scottish Statutory Instrument to Extend Voting Rights to IJB Lived Experience Representatives, which will come into force in September 2026.**

2. Declarations of Interest

David Gould declared a connection to Item No. 8 – Strategic Partnership with University of Strathclyde Renewal.

3. Apologies for Absence

Apologies for absence were noted as above.

4. Minutes

The minutes of 26th November 2025 were approved as an accurate record.

5. Matters Arising

There were no matters arising.

6. Integration Joint Board Rolling Action List

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

Action Ref No. 85 and 87 are complete so are now closed.

Action Ref No. 86 – Officers to provide an update on the wider costs of people with refugee status - a timescale of May 2026 has been assigned to this action.

7. Chief Officer Update

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

Members commended the efforts of Officers in exceeding the target in relation to delayed discharges and questioned if this can be sustained. The Chief Officer confirmed that demand overall has increased and it remains unknown whether this will be sustained and will be predicated on the volume of referrals coming in. Officers will continue to give close scrutiny in this area.

There was a discussion regarding the Glasgow City Council request for a Mental Health Summit and the Chief Officer advised that a briefing will be provided for IJB Members which will include recommendations on the appropriateness, timing, and financial implications of a Summit. If agreed, Members asked that Officers link with the Health Board, Third Sector and Lived Experience representatives when planning the summit. Councillor Lana Reid-McConnell suggested the link to the cross party motion from the Council is shared with IJB Members and requested an offline discussion with Officers. The Chief Officer agreed to take this forward. Officers

8. Strategic Partnership with University of Strathclyde Renewal

Pat Togher presented a report seeking agreement of the IJB to a renewal of the Strategic Partnership Agreement (SPA) with the University of Strathclyde Health and Care Futures Institute.

The SPA will continue to develop the partnership working and research focus on:
- Leadership
- Service Prioritisation
- Challenges facing the Health and Social Care sector
- Multiple and Complex Needs

Members welcomed the partnership agreement and questioned if the relationship with the University of Strathclyde prohibits engaging and working with other learning institutes. Officers confirmed that it doesn't and that the HSCP is open to extending existing relationships with all universities and colleges.

The Integration Joint Board:

a) Approved a renewal of a Strategic Partnership Agreement with the University of Strathclyde.

9. Glasgow City IJB Budget Monitoring for Month 8 and Period 9 2025-26

Duncan Black presented a report outlining the financial position of the Glasgow City IJB as at 14th November for Council and 30th November 2025 for Health and highlights any areas of budget pressures and actions to mitigate these pressures.

Net expenditure is £0.656m higher than budget to date. Throughout the financial year, adjustments are made to the original approved budget as a result of additional funding allocations and service developments. In Month 8 and Period 9 the net expenditure budget has increased by £1.573m.

The overall savings target for 2025-26 is £39.683m. At this stage of the year, it is anticipated that actual savings realised will be £35.609m, representing 90% of the target. The unachieved savings target from prior years is £1.462m. At this stage of the year, it is anticipated that £1.162m is forecast to be achieved. The gap is in relation to the ongoing review of the Connect service provision within Adult Services.

A further review of outturns has been undertaken and projected spend has decreased from the £6.9m reported in November to an overspend of £3.6m. This is due to a decrease of £3.5m in prescribing costs. £2.2m of this decrease relates to the anticipated savings from Dapagliflozin becoming generic. £0.7m is due to volumes being lower than budget assumptions and the remaining balance relates to increases in projected rebates/discounts due.

The budget gap for Glasgow City IJB will be circa £53m which is a shift from the originally projected £34m which was predicated on an uplift from the Council of £19m for pay and non-pay inflation.

There will be a hybrid approach to budget setting, with the potential of a stretched target for Service Prioritisation for Year 1, and all services have been working on savings options of 1.5%. This will be subject to further discussion at the February and March Development Sessions.

Members highlighted the significant overspend in Adult Services and noted that there is no current evidence that the recovery plan is making an impact. Officers advised that the overspend predominantly relates to staffing costs in Mental Health services and provided assurance that there has been progress with the recovery plan, with a 15% reduction in use of agency and bank staff in the last month.

With regards to the £19m gap on the Council funded side of the budget, Members noted their disappointment and questioned if the Council will still be providing a letter of comfort for the £56m relating to Asylum costs. Officers advised that the Council are building this into their financial forecast, and it is expected this will lead to a letter of comfort for the IJB similar to 2025/26. The Depute Chief Officer, Finance and Resources will continue to engage with the Council's Executive Director of Finance regarding this.

Discussion took place on the reserves position and the proposal to utilise reserves of £10m to allow Service Prioritisation to take effect which would leave reserves at 1%. Officers confirmed that £10m is an indicative figure and if the outturn position improves this will give more flexibility however taking reserves below 1% will not be recommended. Members questioned if there is scope in using earmarked reserves and Officers advised that earmarked reserves are currently being reviewed.

The Integration Joint Board:

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

10. Glasgow City HSCP Workforce Plan 2025-2028

Geraldine Collier presented a report to close or carry forward the previous Workforce Plan actions (2022-2025) and provide the IJB with Glasgow City HSCP Workforce Plan (2025-2028) and associated Action Plan for approval.

The Third Sector Representative welcomed the plan and asked for a discussion relating to a system wide approach to workforce. Officers agreed to discuss offline.

Leadership, training, and development was highlighted and Members and asked if there are opportunities for leadership development across the board with Strathclyde University beyond specific academic opportunities. The Chief Officer highlighted digital investment and the need to remain contemporary from 2026 onwards given the role of AI. Within the 3 year plan of Service Prioritisation there will be a requirement to look at leadership across the organisation and the skill set. Any opportunities for Strathclyde or IJB participation would be welcome.

The Integration Joint Board:

a) **Noted the status of the 2022-25 Workforce Plan actions;**
b) **Reviewed and approved the Glasgow City HSCP Workforce Plan 2025-2028 and associated Action Plan;**
c) **Noted the intention to align our future workforce planning processes with the strategic planning cycle; and**
d) **Agreed that any non-material changes to the Workforce Plan (2025-2028) are delegated to the Chief Officer and Depute Chief Officer, Finance and Resources.**

11. Glasgow City IJB Stakeholders Expenses Policy (Carers and Service Users)

Craig Cowan presented a report seeking approval for the Glasgow City IJB Stakeholders Expenses Policy (Carers and Service Users).

The proposed policy will be implemented using the financial procedures and systems of Glasgow City Council and therefore will be aligned with the expenses rates of the local authority. This is also in line with similar expenses policies approved by other IJBs across Scotland. Officers consulted with the Depute Chief Officer, Finance & Resources, the Council's Head of Executive Compliance, and the stakeholder representatives in the development of the policy.

Officers noted that as this is a new policy, and in light of the Scottish Government intention to extend voting rights to stakeholder representatives from September 2026 which may result in changes to support provided to IJB stakeholder members, it is recommended that a full review of the policy is undertaken at the end of its first year (or sooner if required) to ensure it has, and continues to, fulfil its intended purpose.

With regards to repayment for replacement care, Members questioned whether payment could be made to the provider direct to avoid any possible delays in Stakeholder Members receiving reimbursement of expenses. Officers advised that cost of replacement care must be discussed and agreed in advance with the Depute Chief Officer, Finance and Resources, and this will be on a case-by-case basis. Officers can look into the possibility of invoicing from the provider with regards to replacement care. The Carers representative in attendance welcomed this as a way forward to mitigate against reps being adversely affected financially.

The Third Sector Representative questioned why the Third Sector are not included within this expenses policy. Officers advised that Third Sector and Independent Sector Representatives are appointed by their organisation and receive support as a result. Service User and Carer representatives are not employed. Officers agreed to look at this in more detail to ensure parity with other IJBs and discuss further offline.

The Integration Joint Board:

a) **Approved the Glasgow City IJB Stakeholders Expenses Policy (Carers and Service Users) and its alignment with the financial systems, procedures and rates approved by Glasgow City Council; and**

b) **Instructed Officers to implement the policy and carry out a full review of the policy at the end of its first year, or sooner if required.**

12. Service Prioritisation Programme Update

Pat Togher presented a report updating on progress with implementation of the Service Prioritisation programme.

The Chief Officer congratulated the service review lead staff who received accredited training on the Green Book methodology in December 2025, noting their reflections have since informed the final draft currently being finalised. A further programme of training on the final methodology is currently being developed with the HSCP's Learning and Development Team.

A detailed communication and engagement plan has been drafted to support the programme.

The first monthly meeting of the Executive Steering Group (ESG) has been scheduled for 28th January 2026. All members have confirmed their willingness to participate in the ESG, and the first meeting agenda will focus on agreeing its terms of reference, the service review methodology and initial service review programme. These will comprise a mix of 9 services from across children, adults, older people, primary care and support services.

The Integration Joint Board:

a) **Noted the progress with the Service Prioritisation programme detailed in 3.1; and**
b) **Noted the commitment to bring a detailed report on the service review methodology and year 1 schedule to the IJB on 19th March 2026.**

13. Glasgow City HSCP 10-year Temporary Accommodation Strategy Update

Pat Togher presented a report updating on the development of Glasgow City Health and Social Care Partnership's 10-year Temporary Accommodation Strategy.

The HSCP, supported by Homeless Network Scotland, have launched phase 2 of the All in for Glasgow Wayfinder programme which will see third sector providers and those with lived experience, support the redesign of homelessness supported accommodation services. It has been agreed that the draft Temporary Accommodation Strategy will be shared with groups with lived and living experience along with third sector partners to seek their feedback. It is anticipated that this engagement and consultation will take place early 2026 and that an on-line webform, or similar, will be developed to seek feedback from wider stakeholders as well as the general public.

Once this feedback has been collated and considered, any amendments, if required, will be made to the draft Temporary Accommodation Strategy and a revised draft will be presented to the IJB in May 2026 for consideration and final approval.

There was a discussion regarding house ‘flipping’ and the impacts of this and Officers advised that flats identified for flipping would be replaced to avoid taking accommodation out of the system.

The Head of Housing, Neighbourhoods, Regeneration & Sustainability (NRS) added that in terms of housing investment, Officers are working with housing association colleagues to get as much additional supply into the system. Initiatives are ongoing, around new build programmes and downsizing. There is a huge amount of effort and Housing Associations are playing a key role.

Members questioned how standards in hotel and B&B accommodation are being enforced and maintained, particularly in relation to risks to women. Officers advised that the safeguarding approach has been strengthened to this population with outreach taking place across 50 establishments. A safeguarding board has been set up and there is specific women only accommodation with wrap-around support.

Members asked if the draft strategy could be discussed at an IJB Development Session in advance of the final strategy being presented to the IJB in May 2026. Officers agreed that this could be discussed at the session in April.

The Integration Joint Board:

a) Noted the contents of the report.

14. Multi Agency Public Protection Arrangements (MAPPA) Annual Report 2024-25

Pat Togher presented the Annual Multi Agency Public Protection Arrangements (MAPPA) report 2024-25.

Registered Sex Offenders (RSOs) by ethnicity was highlighted, noting that there is a total of 215 where data is unknown and Members questioned if this presents a challenge. Officers acknowledged that there is a gap and advised that this is in relation to the recording on Visor, but there are no noted concerns around operational or strategic risks. Officers agreed to pass on the query at the next National Strategic Oversight Group.

Members highlighted the increase in Police led Category 1 offender cases and questioned if Police Scotland are able to manage these given reductions in the workforce. Officers advised that there have been no noted concerns from Police Scotland.

Members questioned if Glasgow City have a larger caseload than other areas and if this is being managed. Officers advised that Glasgow are dealing with the highest demand across Scotland, but despite this, Officers are managing the caseload well.

The Integration Joint Board:

a) Noted the contents of the report.

15. IJB Committees – Update from Chair of Finance, Audit and Scrutiny Committee

a) The papers and draft minute from the meeting on 10th December 2025 are available on the HSCP website. Graham Haddock highlighted the following.

- The Budget Monitoring Report for Month 7 and Period 8 2025-26 was considered. Net expenditure was reported to be £0.287 lower than budget. The projected overturn for the end of the financial year was reported to be an overspend of £6.9m. Concern was expressed about the overspend in relation to inpatient Mental Health Services. A recovery plan is in place to address this overspend. The significant underspent in prescribing was also noted.
- The HSCP Performance Report was also considered in some detail. Red indicators for Business Processes including complaints, FOIs and SARs were discussed. Plans are in place to improve these metrics with targets to reach regulatory requirements by March 2027.
- There was a deeper dive into Adult Services and Justice Services. The challenges if providing healthcare to patients in the prison environment was discussed at length including dental services, transport, and escorts for hospital OP appointments. The condition of buildings used for Learning Disability Daycare was also discussed.
- The Committee received an update on proposals to make changes to the approach taken to reporting performance metrics to FASC. Some KPIs need to be reviewed and some of the performance metrics need to be better aligned to these KPIs.
- A report on Attendance Management was received, and questions were asked about how sickness and other absence impacts on performance metrics.
- There was an update on the Risk Management Quarterly Report and Officers were asked to revisit the risk score for prescribing costs given the significant underspend in this financial year.
- Questions were asked of Officers about the potential impact of the forthcoming Commonwealth Games in relation to HSCP activity including pressures on accommodation, given the current homelessness situation.
- The Committee considered its Annual Assessment Report. In general, the self-assessment was favourable but areas where the Committee could do better were highlighted, including how Members influenced the work of FASC, how FASC discussions were reported to the IJB and what training and learning Members might benefit from. In relation to how FASC reports to the IJB, future reports of this kind will be in paper form.
- Risk Management Working Group Update – making steady progress and have identified some significant gaps in the current approach and explored some solutions to address these. The FASC Chair is seeking IJB approval to allow FASC to sign off on the risk domains with the discussion about Risk Appetite coming to a future IJB Development Session. The IJB confirmed approval.

b) Internal Audit Report Recommendations – Graham Haddock highlighted the following.

At the FASC on 10th December 2025, all Members agreed to take 'Item 19 – Internal Audit – Lessons learned from review of Huntington's case' in private, however requested that consideration is given to how the recommendations from the action plan are made public to ensure they are tracked.

This report includes the recommendations that were agreed and has been made public. Management have accepted all recommendations and an update on the progress will be presented to the FASC.

Members were pleased that the recommendations are now in the public domain and questioned if the outcome has been communicated with Scottish Ministers. The Chief Officer advised that the outcome has been communicated and a request has also been received from Scottish Ministers seeking a meeting with relevant Officers.

In light of the review and Internal Audit recommendations, clarity was sought on whether there is any residual risk relating to the decision. Officers confirmed that following concerns raised by the IJB, assurance was provided via a review by Internal Audit which was subject to scrutiny by FASC with the outcome informed to the full IJB. Management have accepted the recommendations, and the actions will be monitored via FASC.

16. Glasgow City IJB – Future Agenda Items

Agenda items for future meetings of the IJB were noted.

17. Next Meeting

The next meeting will be held at 9.30am on Wednesday 18th March 2026.

As per the current Integration Scheme, the period of office for the Chair and Vice-Chair is 1 year and rotates annually between the partner bodies. Paul Ryan advised that the Chair would pass to Councillor Chris Cunningham in February 2026. Paul thanked Officers for their support and Members for their contributions during his tenure as Chair.