



Management Board Meeting

Tuesday 16th June 2025

3.00 – 5.00pm

AGENDA

**Room 418, Clarice Pears Building, University of Glasgow
and on Teams**

1. Welcome and apologies
2. Minutes of last meetings (June 2025 and August 2025), rolling actions and matters arising
3. General update (GCPHMB/2025/477)
4. An options appraisal to secure the future of the GCPH (GCPHMB/2025/478)
5. Quarterly finance report to July 2025 (GCPHMB/2025/479)
6. AOCB
7. Close

Date of next meeting: Wednesday 10th December 2025 at 3pm

Rolling actions list (September 2025)

Board meeting date	Action	Responsibility	Update
18 June 2025	To provide further detail on the new Community Wealth Building project.	Dr McLean	Information sent through. A further update on the project is provided at Para 18 of the General Update paper (GCPHMB/2025/477).
18 Jun 2025	Dr Morrison to provide further clarification on the requirement for the GCPH Options Appraisal to be undertaken in line with the principles of the Green Book.	Dr Morrison	Further detail provided and shared with Board members.
18 June 2025	To prepare a summary version of the End of Year work plan report 2024-25 for circulation to SG and GCC colleagues.	Dr McLean	Summary report shared with Dr Morrison and Mrs Booth.
18 June 2025	Work plan 2025-26 mid-year review report to be brought to the December Board meeting.	Dr McLean	In preparation.
18 June 2025	A timeline of key events for the Hackathon and Options Appraisal process to be developed and shared with Board member. Invitation to the Hackathon to be extended to further partner representatives and EMT members	Dr McLean	Shared. Completed.
29 August 2025	Date of meeting with Scottish Government officials to discuss the Options Appraisal paper to be shared with Board members.	Dr McLean	Dates in late September/early October shared with SG colleagues. Date to be confirmed.
29 August	Options Appraisal paper to be updated following August Board meeting discussion and feedback.	Dr McLean	Paper (GCPHMB/2025/478) shared with members for the September Board meeting.



**Minutes of a meeting of the Management Board
of the Glasgow Centre for Population Health**

**Wednesday 18th June 2025
Hybrid in-person/online meeting**

PRESENT

Dr Lesley Thomson (Chair)	Chair, NHS Greater Glasgow and Clyde
Dr Anita Morrison	Co-Deputy Director, Health and Social Care Analysis Division, Scottish Government
Dr Una Graham	Deputy Medical Director Mental Health and Addiction Services, NHS Greater Glasgow and Clyde
Dr Emilia Crichton	Director of Public Health, NHS Greater Glasgow and Clyde
Ms Michelle Booth	Head of Corporate Policy and Governance, Glasgow City Council
Prof Chik Collins	Director, Glasgow Centre for Population Health
Prof Emma McIntosh	Professor of Health Economics, University of Glasgow
Dr Jennifer McLean	Acting Deputy Director, Glasgow Centre for Population Health
Prof Moira Fischbacher-Smith	Vice Chair, Vice Principal for Teaching and Learning, University of Glasgow

IN ATTENDANCE

Prof Jann Gardner	Chief Executive, NHS Greater Glasgow and Clyde
Ms Rebecca Lenagh-Snow (minute)	Programme Administrator, Glasgow Centre for Population Health

		<u>ACTION BY</u>
796	<u>WELCOME AND APOLOGIES</u>	
	Dr Thomson gave a welcome to the group, and introductions were made.	
	Apologies were recorded from Prof Laurence Moore (UofG), Mr Gary Dover (GHSCP), Prof Chris Pearce (UofG), Cllr Anne McTaggart (GCC) and Mr Michael Kellet (PHS).	Noted
	It was noted that Prof Moore has now stepped down from his positions on both the GCPH Management Board and EMT.	Noted
797	<u>MINUTES OF LAST MEETINGS, ROLLING ACTIONS AND MATTERS ARISING</u>	
	The minutes of the previous meeting (February 2025) were ratified.	Noted
	There were no matters arising or any rolling actions.	
798	<u>GENERAL UPDATE</u>	
	Dr McLean spoke to the General Update paper [GCPHMB/2025/472] and highlighted several points.	

	A special of the GCPH Board meeting was held on 6th May and updates and next steps were circulated via email following the meeting. The next steps for the hackathon and plans for the GCPH Interim Director post will be discussed under the Agenda Item 4. The office move to the Clarice Pears building will take place on 2nd July. Dr McLean and Office Manager Ricky Fleming went to visit the space GCPH have been allocated last week and arrangements for packing and moving services are underway. Thanks were noted to the University staff, especially the Estates department, for all their help and assistance. Under staffing Dr McLean noted that Dr Pete Seaman has now left the Centre, and Prof Collins leaves post at the end of June. Chloe McAdam has joined the team on a Public Health Specialist Registrar secondment and been working on several projects, including the missingness work with NHS GGC. Other partnership working has included the Cash First work and our ongoing role with the Glasgow HDRC, our role in which is being clarified following Dr Seaman's departure to ensure our ongoing commitment to this project. New successfully funded projects include an NIHR project on community wealth building which Dr McLean and Mohasin Ahmed will be involved with and a UKRI funded collaborative bid evaluating Glasgow's food markets, where Jill Murie will lead workstream 3. Dr Morrison was interested in the community wealth building project and Dr McLean agreed to share information on it with Dr Morrison. The informal meeting with Carol Mochan, MSP for South Scotland, was also highlighted. She was interested in women's health and had a meeting with Jill Murie about relevant work. Under communications a number of events, seminars and webinars held since the last Board meeting were highlighted, as well as a small number of publications. This included a discussion paper on the potential of AI within Public Health and healthcare systems, the final evaluation report from the CommonHealth Assets Lived Experience Panel, and the Thrive Under 5 final evaluation which will be published in July. The Understanding Glasgow website has undergone a significant data update and refresh, and several blogs have been published. Dr Thomson queried with the reduced capacity in the Comms team if support being provided by partners? Dr McLean confirmed that Berengere Chabanis, Acting Communications Manager, has been linking in with the NHS and UofG Comms teams.	Noted Dr McLean
799	<u>UPDATE FROM NHS GGC</u>	
	Prof Gardner attended this meeting and updated on the feedback and support offered to the GCPH staff team and the plans for the recruitment of an Interim GCPH Director. Prof Gardner said she was delighted to meet with the team recently (5th June) and spoke with them about the importance of continuing support for the future for GCPH. The hackathon will be a place to come together and discuss the future orientation of the CentreA and its workplan. A call for expressions of interest for the Interim Director post has been sent to	

GCPH staff. Notes of interest in the role are requested with aim of appointing to the post as quickly as possible.	Noted
The hackathon will support the preparation of the groundwork for the options appraisal, which will hopefully be completed ahead of the October deadline. Dr Crighton is leading on this and also the process for the Interim Director appointment. Dr Thomson stressed the importance of getting as many partners who might have ideas in the room for the hackathon.	Noted
Dr McLean reported she had a meeting last week with Dr von Wissman about the hackathon, in particular the scene setting at the start to ensure a clear GCPH voice. They will be meeting again next week.	
Dr Morrison confirmed the letter of GCPH funding was issued earlier this week, and she asked for reassurance that there will be evidence generated from the hackathon for the options appraisal. She also highlighted that there was mention of the Green Book in the letter. Dr McIntosh and others expressed concern about this as the Green Book appraisal method is very complex and would be a huge undertaking given the timescale. Prof Gardner said the hackathon was not planned to be as comprehensive as the Green Book approach, and as she would appreciate a conversation with SG about what they thought the approach should be. Dr Morrison said she is happy to take this back to SG colleagues for clarification.	Noted Dr Morrison
Prof Collins highlighted that the exact wording was to 'consider the principles contained in the Green Book' so not an expectation to do a Green Book appraisal but to be cognisant of the principles and the spirit in which it is undertaken.	
Prof McIntosh agreed it would be good to this clarity from SG on this requirement. She also queried what the hackathon would provide the detail required for the options appraisal process.	
Prof Gardner said in terms of data gathering and research, that's not what the hackathon is as it is a space to sit with the idea and have deeper conversations around it.	
Ms Booth agreed that we do need some clarity over the direction of travel on this and its outputs. Dr Morrison said she didn't think we were very far apart in our thinking on the approach here and how the hackathon will allow for discussion to take place and how this approach will inform the identification of a number of options and the business case for them. Prof McIntosh agreed and also thought we should use the work undertaken by the Board last year on the MoU because some very good things came out of that.	Noted
Dr Thomson agreed there was a lot of work done last year and we should include that as a form of evidence and research in the hackathon process. We need to look at where GCPH sits in the wider landscape and make a case strong, compelling case for the continuation of the brand. Dr Crighton agreed and said she does not intend to do a full Green Book evaluation, but we do need to make a case for the Centre in the current public health landscape.	Noted
Prof McIntosh said we also need to consider the skills needed to continue the Centre as a viable entity, which Prof Gardner said would be a key part of the hackathon. Dr McIntosh emphasised that this was an opportunity for GCPH, and we need to frame it as one.	

800	<u>END OF YEAR REPORT 2024-25</u>	
	Dr McLean presented and spoke to the end of year for 2024-25 on behalf of the GCPH team [GCPHMB/2025/473]. The reports represents a significant amount of work undertaken despite severely diminished team capacity. The report includes a introductory narrative and an 'at a glance' table. There have been a number of staffing changes this year, and we have also welcomed a new Board Chair and several new Board and EMT members. Highlights and challenges from the year are included in the narrative. Dr Thomson thanked Dr McLean and the team for the volume and detail included in the report, especially the impact and influence section, which is very helpful. Dr Morrison and Ms Booth would both like to circulate this to colleagues and Dr McLean offered to provide a summary version.	Noted Dr McLean
801	<u>WORK PLAN 2025-26</u>	
	Dr McLean presented the proposed work plan for 2025-26 [GCPHMB/2025/474]. This work plan presents a smaller number of projects compared to previous years. Prof McIntosh offered positive feedback on the plan and the thought which had gone into its development, particularly the pathways to impact column, which she thinks will be very helpful with strategic planning and with the hackathon. Dr Morrison also offered positive feedback especially in the alignment of the plan with the new Population Health Framework and the big public health issues at the moment, including Community Wealth Building, healthy food and improving healthy weight, welfare reform and a prevention focus, and being clear about pathways to impact for the work. Dr Thomson clarified that the plan is presented in draft form and what we are aware of the moment, while acknowledging that new things might come out of the hackathon and options appraisal process. Prof Gardner echoed these points and would like to see capacity in the plan for new areas of work resulting from these discussions and agreements. Prof Collins said the plan includes a number of commitments to partners, but also some areas are also in development and more flexible to change, and that we have tried to leave capacity in the plan and resource in the budget for new work. A full mid-year report on the work plan will be brought to the December Board meeting. The work plan was 2025-26 was approved by the Board.	Noted Noted GCPH Noted
802	<u>END OF YEAR 2024-25 FINANCE REPORT AND 2025-26 BUDGET PLAN</u>	
	Prof Collins spoke to the papers [GCPHMB/2025/475 & 476] prepared with assistance from Ms Buchanan and the NHS GGC finance team. The 2024-25 year included the rebudgeting that Scottish Government asked for and the revised Budget Plan being approved at the September 2024	

	Board. Spend was mostly in line with the planned spend, ending with a slight positive balance which we are able to carry forward into 2025-26. For budget setting going forward (2025-26) it was good to have the letter of confirmation from SG of the GCPH grant award. The SG allocation, other income and the small carry forward the 2024-25 budget comes to £1,125,841. The move to Clarice Pears is welcomed and thanks were noted to UofG for their assistance, due to this we are looking at around a 50% reduction in accommodation costs. Prof Collins also noted all the help and support that Fiona Buchanan has given over the years to GCPH. She will be retiring in September and we note our formal thanks to her. The Board noted the finance update with no further comment.	Noted Noted
803	<u>AOCB</u>	
	Dr Thomson said she was aware not all Board members were available to attend the hackathon on the 8th July so we need to make sure we have a Board meeting follow up, possibly end of July, beginning of August? Prof McIntosh said we should make sure we have representation and full input from all partners. She wondered given GCPH's new physical presence at Clarice Pears if the invitation could be extended to colleagues in the School of Health and Wellbeing? Prof Fischbacher-Smith also wondered if delegated colleagues could attend in the place of Board members. Prof Fischbacher-Smith and Prof McIntosh will speak about this and provide UofG colleague details. Dr Thomson asked if it would be worth finding another date, Prof Gardner said we can think of a new date, but we need to keep the timeline in mind and there will likely be difficulties all summer in finding a date all can attend. Dr Thomson asked Drs Crighton and McLean to discuss and come back with a brief timeline plan for the hackathon and options appraisal process. Dr Thomson also asked all Board members to provide the contact details for the people they think should attend to Dr McLean. It was agreed that members of the GCPH EMT should also be invited. Prof Gardner said in previous hackathons they had a pre-event questionnaire so everyone had the information and an opportunity to inform discussion ahead of time. If anyone has areas or topics for that questionnaire, they would be very welcome. As noted under apologies, Dr Laurence Moore has recused himself from both the Management Board and EMT. Prof Collins noted thanks to him for all his work and support over many years. Dr Thomson made a last note to thank Prof Collins upon his departure. He has been with GCPH for nearly two and a half years now and been associated with the Centre before that. The Board wish him well on his future path.	Prof Fischbacher-Smith/Prof McIntosh Dr Crighton/Dr McLean All Noted All Noted Noted
804	<u>DATE OF NEXT MEETING</u>	
	Tuesday 16 th September, 3pm.	GCPH



**Glasgow Centre for Population Health
Management Board Meeting
16th September 2025**

Budget position: 1st April 2024 to 31st July 2025

Recommendations

The Management Board is asked to note:

- The Centre's financial position for the period April 2025 to July 2025 detailing expenditure of £247,151.
- The planned budget for 2025-26 is comprised of the following streams of funding:

	£
• Annual SG allocation	1,000,000
• External income from partners and others	98,841
• Brought forward from prior year	27,000

Commentary on Table 1

1. The Scottish Government budget is expected to be received in two allocations. The first allocation of £600,000 was received by the Board in the June, with a further allocation of £400,000 expected in November 2025.
2. The inflow of external income is expected to increase by £35,949 in the autumn period and reach the £98,841 target set by March 2026. Cash First Partnership funding for Q2 from the Scottish Government is due to arrive in October. The Community Wealth Building project with GCU commences on the 1st October 2025 with income received quarterly in arrears thereafter.
3. Spend on staffing is as expected albeit there is a small recharge adjustment outstanding at point of writing.
4. Project spend is minimal at this point in year however it is expected that funds will be fully committed by the year end. Increased planned expenditure is anticipated during Q3 for E2, E4 and E5 for work currently in development.
5. A contingency of £108,752 has been made available. At this point in the year this remains unallocated.

**Fiona Buchanan
19 August 2025**

Table 1. Financial position 1st April 2025 to 31st July 2025

Financial Plan 25.26					
	<u>Income</u>	£	Actual to July £	Forecast Out- turn £	Forecast Variation from Budget £
I 1	Annual SG Allocation	1,000,000	600,000	1,000,000	-
I 2	Other Income	98,841	16,149	98,841	-
	Total Income 25/26	1,098,841	616,149	1,098,841	-
I 3	Carry Forward from previous years	27,000	27,000	27,000	-
	Total Available 25/26	1,125,841	643,149	1,125,841	-
	<u>Expenditure</u>				
	Research:				
E 1	Community wealth building - PPIE	8,190	2,038	8,190	-
E 2	Glasgow City Food Plan	111,000		111,000	-
E 3	Training and Development	5,000		5,000	-
E 4	Cash First Expenditure	12,500		12,500	-
E 5	Ccommunity Profiles - Public health Scotla	75,000		75,000	-
E 6	Disability welfare reform	40,000		40,000	-
	Total Research	251,690	2,038	251,690	-
	Communications:				
E7	Communications	23,000	700	23,000	-
	Total	23,000	700	23,000	-
					-
	Management and Administration				-
E8	Centre Management, Admin & Running Co	20,000	1,366	20,000	-
E9	Accommodation Costs	70,000	26,627	70,000	-
E10	Core Staffing	652,399	216,420	652,399	-
	Total Management & Admin	742,399	244,413	742,399	-
	Total Expenditure	1,017,089	247,151	1,017,089	-
	Balance	108,752	395,999	108,752	



**Glasgow Centre for Population Health
Board of Management
16 September 2025**

General Update

Recommendations

Board members are asked to:

- Note this report providing an update on ongoing work and key developments since the June meeting of the Board.
- Note the stakeholder engagement and activities informing the development of the Options Appraisal paper.
- Identify any developments and priorities in their own organisational contexts that are of potential significance for the Centre.

Governance and Staffing

1. *GCPH Hackathon and drafting of Options Appraisal paper.* To secure Scottish Government funding for GCPH beyond April 2026, an Options Appraisal scoping the future of the Centre is required to be submitted by the end of October 2025. To ensure full partner and stakeholder engagement in the process, a Hackathon (a highly collaborative, output-focused workshop) took place on Wednesday 6th August. Led by NHS GGC, with extensive support from the Public Health Directorate, the Hackathon brought together senior representatives from NHS GGC, Public Health Scotland, University of Glasgow, Glasgow City Council, HSCP Chief Officers and members of the GCPH team (Appendix 1) to consider the national public services reform policy context and local implementation, GCPH ways of working, feedback from the pre-event survey, possible organisational options and underpinning principles. Participants then moved into discussion groups with the questions developed and posed directly supporting the development of the options appraisal paper. Following consideration of the feedback received, a draft options appraisal paper, presenting both the long list and short list options appraised, was developed for consideration at a special meeting of the GCPH Board as described in Para 2 below. The slides from the event along with a summary of the group discussion has been shared with all participants. An NHS GGC staff Core Brief describing the Hackathon (Appendix 2) was also shared with the NHS GCC work force following the event.
2. *Special Meeting of the Management Board (August 2025) and discussion of the Options Appraisal paper.* Following discussion about the Options Appraisal request and process at the June meeting of the GCPH, and ahead of the Hackathon taking place, it was agreed to schedule a special meeting of the Board to enable informal discussion about

the Hackathon and the initial draft of the Options Appraisal paper. This special meeting took place on Friday 29th August and all core partners were represented. A note of the meeting was prepared and shared with all Board members alongside the papers for the September meeting, where it will be discussed, and if no amendments are required, approved. While the draft paper was welcomed, key points of discussion which require further articulation in subsequent versions include the need for greater clarity about the unique contribution/USP of GCPH, what expertise does GCPH bring to the current public health landscape in Scotland and an enhanced connection to partner needs and priorities. Further clarity as to the current Option 3: Hosted Centre for Expertise, also requires further development and articulation of what is being proposed and how this differs from the current GCPH delivery model. An updated version of the paper has been circulated (GCPHMB/2025/478) for discussion at this meeting of the Board.

3. *Management Board membership.* After many years representing the Glasgow City HSCP on the GCPH Board, Mr Gary Dover has now stepped down. We thank Gary for his guidance and ongoing input to the GCPH governance processes and for his time and commitment to GCPH and the GCPH partnership. The HSCP will now be represented by Mr Stephen Fitzpatrick, Assistant Chief Officer for Older People and Primary Care. We welcome Stephen to the Board.

Following the retirement of Fiona Buchanan, NHS GGC Financial Management Accounts, at the end of September (see Para 8), we also welcome Fiona McGinnis, Head of Finance - Management Accounts, to the Board.

4. *Executive Management Team.* After a number of cancellations due to staff changes and capacity, the next meeting of the GCPH EMT will take place on Wednesday 1st October. The focus of this meeting will be on the options appraisal process and paper. To ensure EMT members continued to be aware of GCPH work, progress and developments, Board General Update and other key papers (end-of-year report 2024-25, work plan 2025-26) have been shared with EMT members.
5. *Work plan 2025-26.* The work plan for 2025-26, approved at the June Board meeting (GCPHMB/2025/474) is being taken forward by the existing staff team, and the mid-year work plan progress report will be brought to the December Board meeting for discussion.
6. *GCPH finances.* The financial report for April to the end of July 2025(GCPHMB/2025/479) is brought to the September Board meeting for discussion and approval.
7. *Accommodation.* The GCPH team moved into our new space in the Clarice Pears Building (4th floor), School of Health and Wellbeing at the University of Glasgow at the start the July 2025. The team have settled into our new office and are enjoying this new space and opportunities of being within the building. We extend our thanks to Ricky Fleming, GCPH Office and Administration Manager, for overseeing and organising our exit from the Olympia Building and move to the Clarice Pears Building, and the Estates team at the University of Glasgow for all the assistance in preparing our space and dealing with any teething issues. At the time of writing, the lease for our occupation of the space is being finalised between the Property and Asset Management Department at NHS GGC and the University of Glasgow Estates Directorate.

8. *Staffing.* Congratulations are offered to Riikka Gonzalez, Sustainable Food Places Coordinator, who after long process of evidence gathering and assessment by portfolio, is now officially registered by the Association for Nutrition (AfN) as a Public Health Nutritionist.

After an extended period of medical leave, we are delighted to welcome back Carol Frame, Events Coordinator, to the team. Following a phased returned during August, Carol is now back to her normal working hours/schedule.

We also offer our thanks and best wishes to Fiona Buchanan, Management Accounts, for a very happy retirement from NHS GGC at the end of September. Fiona has supported GCPH financial management and reporting for very many years and we will miss her knowledge and expertise, warmth and easy working relationship.

9. *iMatter Staff Survey.* The annual NHS GGC iMatter Staff Survey was completed by team members in March of this year with the team report received in July. Although the completion rate for the survey was lower than in previous years (58% compared with 89% in 2024) small improvements were noted for a number of indicators including having enough support to do my job well, health and wellbeing in the workplace, involvement in team decision making and feeling appreciated, other indicators remain as areas requiring improvement. Although some of the factors driving these GCPH scores have now changed, the development of a shared team action plan is a key output from the survey. Following team engagement and discussion around the report and indicator scores, our team action plan was developed, agreed and submitted in August (Appendix 3). Key areas for action and improvement during the remainder of 2025/26 are focused on (1) *stability in the delivery of our roles* (2) *an improved sense of organisational stability* and (3) *deliberate and increased visibility of the Board with the team especially during the Options Appraisal process*. Our action plan will be kept under review going forward and improvements, progress and challenges noted. We welcome the views of the Board as to the identified improvement areas, and especially in relation to Board engagement with the team during the ongoing period of uncertainty.

Developments and partnerships

10. *PHS Shaping our Strategy 2025-35 response.* A [GCPH team response to the PHS Strategy consultation](#) was submitted in late August. We welcomed the opportunity to contribute to consultation given our shared ambition for more equitable population health and we look forward to further strengthening our working relationship with PHS and developing closer collaboration at project and programme levels, particularly around the priorities set out in the Population Health Framework (PHF) and the Service Renewal Framework (SRF). Gregor Yates, Public Health Research Specialist, also led the response to the consultation on behalf of Clyde Metro team (see Para XX). A response to the National Records for Scotland Census topic 2031 consultation (closing 30th September) is in preparation.
11. *UofG Research Services Directorate meeting.* As part of settling into our new home in the Clarice Pears Building, getting to know our new neighbours and identifying opportunities for future collaboration, and following the introduction by Prof Chris Pearce, Dr Jennifer McLean met with colleagues from the University Research Directorate, who lead on the implementation of the University's Research Strategy and support the delivery of the University's research and knowledge exchange activities. The meeting with Dr Sumi David, Executive Director of Research Service, Dr Maria McPhilips, Challenge Programme Director, and Dr Fiona Heatlie, Research Services Strategic Research Initiatives Senior Manager, allowed for an awareness of this team at the

university and their current priorities, including Glasgow Changing Futures, and areas for future collaboration given the skills and expertise of GCPH staff.

12. *NHS Greater Glasgow and Clyde – Supporting the Health Board to mitigate poverty.* GCPH has been working with the Public Health Directorate at NHS GGC to help translate the role of poverty as both a cause of health inequality and as a key determinant of health need, and further, as a barrier to accessing the health care and treatment that is required. We have commissioned Professor Andrea Williamson's team at Department of General Practice and Primary Care, University of Glasgow, who are currently leaders in research on understanding the causes and impact of 'missingness' or 'the repeated tendency not to take up offers of care' on a person and their life chances'. The brief included the team showcasing evidenced examples of ways to address missingness within a range of contexts – in accessible formats designed to enable change in policy and practice. Work is now underway to design workshops with key NHS GGC clinicians, and practitioners to discuss the impact of missingness and to consider 'tests of change' of pragmatic improvements that could be made at a service level. Workstreams within primary care, mental health and digital health are progressing discussion with a meeting in September 2025. An e-learning module has also been developed which is being embedded into TURAS for NHS staff. Case studies combining evidence from lived experience and examples of interventions elsewhere are being developed to show pragmatic opportunities for change. A [concept explainer](#) on 'missingness' has also been developed and published on the GCPH website.
13. *NHS GGC Flow Navigation Centre plus (FNC+) evaluation.* As part of Transforming Together, the major improvement programme being taken forward by NHS GGC to transform services to deliver a sustainable, high-performing health and social care system that can meet the demands and needs of our population, FNC+ will deliver an enhanced version of the Flow Navigation Centre, offering additional capabilities and support for managing patient flow, all powered by technology and innovation. GCPH is now involved in conversations about the design of the evaluation framework with a focus on assessing the effectiveness, efficiency and population impact of the service, with transferable learning for Scotland.
14. *Clyde Metro* is advancing through the stage 2 'Case for Investment' (CFI) – a 2-year process involving appraisal and assessment to determine the costs and potential impacts of the project. Several work packages will feed into the Programme Level Business Case (PBC), which will enable informed decisions to be made around route selection, phasing, funding, and implementation. This work is led by Strathclyde Partnership for Transport (SPT) with support from Glasgow City Council (GCC). Gregor Yates of GCPH is working with GCC to ensure that appropriate health considerations are embedded.

Work package 2C involves a range of non-environmental impact assessments to account for possible social, health and economic impacts. In relation to health, a Health Impact Assessment, Place and Wellbeing Assessment, EQIA and Fairer Duty Scotland Assessment are being delivered. Each assessment follows a process of screening (to determine whether the assessment is required based on policy and evidence), scoping (to set out the methodology, stakeholder engagement requirements and detailed evidence) and full assessment (to be undertaken in 2026). In addition, a Strategic Environmental Assessment is being undertaken which incorporates a section on 'human health'. GCPH have supported this work by:

- Providing evidence and information in relation to health outcomes, policy and stakeholders for the GCR to the appointed consultants.

- Commenting on draft versions of Screening and Scoping reports, as well as any additional outputs developed (e.g. infographics).
- Feeding into the HIA Steering Group, which includes representation from PHS, Improvement Service and staff working in health across the region.

Additional related work has included supporting the development of a PHS-led Briefing Paper on Transport and Health (Autumn 2025), supporting research being undertaken through GALLANT/UofG on the key transport challenges for people across the city region, developing a strategy to bring all work completed around health under one umbrella and leading the consultation response to PHS Strategy on behalf of the Clyde Metro team (August 25).

15. *Glasgow Fair Food for All Partnership's delivery of Scottish Government funded Cash First project towards ending reliance on food banks.* Over the summer, work has been underway to apply the findings of commissioned research; based on findings of the food insecurity report, we are exploring a small test of change with organisations in the wards of Glasgow which had the highest numbers of Scottish Welfare Fund applications listing food insecurity. Recommendations also included providing training for staff and volunteers at community food initiatives and we have planned in person and online training sessions and workshops to address the topics highlighted by this work. The Fair Food for All Partnership met in August to discuss plans and updates, and there is a Cash First workshop planned for 24th September, facilitated by the Cash First Learning partners, to bring together partners and stakeholders to discuss the Cash First work that has taken place since the project started, and plan the next steps and legacy of the project (see Para 21).
16. *Glasgow City Food Plan working groups.* All eight food plan working groups are starting to meet again after the summer break and work on their specific priorities although some are better supported by stakeholders than others. GCPH and GFPP staff (Jill Muirie and Riikka Gonzalez) lead or support all of these working groups and work closely with a small Food Plan project team (with partners from the Glasgow Community Food Network and Glasgow City HSCP) to maximise coordination. An annual networking event is planned for the 30th October to bring all working groups together.
17. *Good Food Nation (Scotland) Act implementation.* An initial event took place on 28th May at the Glasgow City Council Learning Centre, planned and delivered by a small group comprising colleagues from NHSGGC, GCPH and GFPP. Around 35 invited participants from the 6 local authorities in the NHSGGC area, along with representatives from key national stakeholders including Scottish Government, came together to hear a series of presentations about the implications and requirements of the Good Food Nation (Scotland) Act and to participate in facilitated roundtable discussions about preparing for implementation, who to work with, what to focus on and how to work together to maximise collaboration and synergy, and minimise duplication. Meetings with NHS GGC over the summer reflected on discussions at the event and to plan next steps. On 12th August, colleagues from NHS GGC, GCPH and GFPP attended a workshop led by Living Good Food Nation Lab team from the University of Edinburgh to discuss the development of Good Food Nation Relevant Authority toolkit.
18. *Funded projects:*
 - *The National Institute of Health and Care Research (NIHR) funded Health Determinants Research Collaboration (HDRC) in Glasgow.* Following changes to the staff team at GCPH we maintain our commitment to the HDRC. This is

principally through two main areas of activity. Firstly, supporting the delivery of the HDRC launch event and short series of seminars. The GCPH Communications team will support the delivery of the events, with conversation underway as to the plans for the launch event, which is tentatively planned to take place in mid-November. Speaker are being identified by HDRC colleagues. Secondly, we have recently submitted a draft briefing paper to HDRC colleagues on Glasgow City's ethnicity profile. The briefing paper provides a concise profile of Glasgow City's ethnicity alongside some important considerations in interpreting profile data as well as introducing some key evidence themes relating to ethnicity, disadvantage and health, and racialised health inequalities to support the HDRC in developing a programme of work examining the role that the high levels of ethnic diversity play within Glasgow City's health.

- *Funded project. Community Wealth Building evaluation: Learning lessons from Scotland* in response to the NIHR call for bids for Interventions to Deliver Inclusive Economies. This is being led by Dr Micaela Mazzei, Reader in Social Economy, and Prof Neil Craig, Professor of Public Health Economics, at Glasgow Caledonian University, together with Dr Jennifer McLean and Mohasin Ahmed of GCPH and colleagues from the University of Glasgow and the University of Lancaster. It aims to evaluate the health and health inequalities impacts of creating a more inclusive economy through Community Wealth Building (CWB). A 'sustainable, inclusive economy' is one of six national public health priorities in Scotland, and the Scottish Government is developing CWB legislation during the current parliamentary term (2021-26). However, evidence on the health impacts of CWB is sparse. To inform further national roll out in Scotland, this project will evaluate the impact of CWB on population health, health inequalities and inclusive economy outcomes in Scotland and explore how CWB has been implemented in different areas to understand what aspects have worked, for whom, in what circumstances. The project has been successfully funded and will officially commence on the 1st October 2025 (for 3 years). A [press release](#) on the project – *Major study to assess public health benefits of Community Wealth Building* – with quotes from each partner organisation included, was published on the 4th September. The project team has now started meeting monthly and the collaboration agreement is being agreed by partner institutions. GCPH will lead on the Public Involvement strand of the project and will establish a Public Involvement Panel (PIP) to ensure that the voices and perspectives of those involved in local CWB implementation are able to shape and inform the project, so the evaluation is grounded in local insights and learning is relevant to local people and communities.
- *Evaluation of Glasgow's community-led food markets.* A collaborative funding application, with University of Glasgow, has been awarded over £1M from the UKRI Biotechnology and Biosciences Research Funding Council for 3 years from April 2025. A press release describing the new study was published in early August (see Para 33). This study is aiming to establish if community-led food markets are a viable solution to improve access to affordable and nutritious food that supports meeting national dietary targets. The intervention itself (for which funding is still being assembled) will be in the form of weekly community-led food markets in two low-income areas of Glasgow with limited grocery availability ('food deserts'). These food markets are being developed and delivered in collaboration with Glasgow Food Policy Partnership, Glasgow Community Food Network, Glasgow City Council and Glasgow City Health and Social Care Partnership's Health Improvement specialists. The markets will be launched one at a time and developed in consultation with local communities so that they are appropriate to local needs and circumstances. The study will work with the markets to develop a

programme of research to understand and address dietary inequalities in socioeconomically deprived neighbourhoods. The research aims are:

- 1) to explore and understand factors that affect access to and choice of nutritious foods, contextualised to meeting national dietary targets (e.g. fruit and vegetables, oily fish, and fibre-rich foods).
- 2) to co-design, implement and evaluate a place-based, community-led intervention using local community-led food markets as a driver for diet and behaviour change. The traditional market approach will be innovated by incorporating art and food literacy activities to support participant engagement and promote affordable, healthier food environments with consideration of social and cultural barriers. We will focus on increasing exposure and familiarisation to raw ingredients and nutrient-rich foods not usually consumed by the population via tasting and engagement with the food produce in the market.

GCPH Programme Manager, Jill Muirie, is leading workstream 3 (learning from the development and delivery of the market intervention) and contributing to other workstreams.

Communications outputs and activities

19. This section summarises the Centre's communication-related outputs and activities since the last meeting in June, in line with the agreed approach to communications monitoring and reporting.

Events, seminars and presentations

20. *Cash First training and awareness raising for community organisations* (27th June, in person, Kinning Park Complex) – Attendees were invited to join the Glasgow Community Food Network and Glasgow's Cash First project to find out more about the Cash First work taking place across Glasgow, hear from some of the organisations providing support to the people of Glasgow, and discuss future opportunities (39 attendees).
21. During September Cash First will host three events: two webinars and one in-person event.
 - [*Glasgow Helps, and NHSGGC's crisis support in hospitals*](#) (2nd September, online) showcased how two unique services, Glasgow Helps and NHSGGC's Support and Information Service, provide tailored crisis support in different settings, including food parcels, energy aid, and financial assistance (39 attendees).
 - [*What is Community Guiders Training and how can it be used?*](#) (11th September, online) will explore Dundee's Community Guiders Training, a co-produced model designed to raise cash-first awareness and strengthen anti-poverty work through community-led guidance and training.
 - *Creating an enabling environment for Cash First* (24th September, in person, Kinning Park Complex). This targeted in-person event aims for attendee organisations to develop a shared analysis of the benefits and challenges of extending the Cash First approach in Glasgow; to review the learning from the actions underway by the partnership and others to create an enabling

environment for Cash First; and to agree a direction of travel and specific proposals for actions in 2025/26 and subsequently.

22. *Fundamental Cause Theory: Implications for Action on Health Inequalities* – (16th September, in person, The Studio). This joint seminar with University of Glasgow will look at Fundamental Cause Theory (FCT) on its 30th anniversary, with Bruce Link and Jo Phelan, pre-eminent professors and founders of the theory as special guests. The event will see a series of presentations, exploring FCT within different contexts, a Q&A and a workshop exercise on operationalising FCT within the Glasgow and Scottish context.
23. *NHSGGC Healthy Weight Support Across the Life Course* – (23rd September, online). This GFPP webinar will provide information on the support available from the NHSGGC clinical and community pathways/activities for citizens of all ages. It aims to equip attendees with knowledge on what is available, how to refer or signpost to this support, and to provide an insight into the difference that these supports make.
24. Jill Muirie and Riikka Gonzalez presented the Glasgow City Food Plan work to European visitors from Eurocities/Clever Foods projects, hosted by the Glasgow City Council, on the 17th June. The discussion focussed on delivery of the Food Plan ambitions, community involvement and participation, collaborations and partnerships and educational campaigns and programs. Riikka also presented A digital tool for food system engagement: the curation of the Glasgow Sustainable Food Directory at the Scottish Alliance for Food conference on Thursday 4th September at the Advanced Research Centre (ARC).
25. Chris Harkins has been invited to be a speaker at the *Scottish Ethnic Minority Talent Summit and Festival* on 9th October in Edinburgh. His presentation will focus on mental health in a multicultural workplace.

Publications

26. [*Economies for Healthier Lives – Year 3 evaluation*](#) (Gregor Yates, Val McNeice). This report, published mid-June, summarises the progress and key learning from year three of the Glasgow City Region (GCR) Economies for Healthier Lives project, one of five Health Foundation funded projects across the UK. The report can be found on our website, along with the updated [Economies for Healthier Lives webpage](#).
27. [*Creating the conditions for meaningful and effective PPIE in community-based public health research: learning from a UK-wide lived experience panel*](#) – Academic paper co-authored by Mohasin Ahmed, Dr Jennifer McLean and colleagues at Glasgow Caledonian University, published in July in *BMC Research Involvement and Engagement*.
28. [*LEP final evaluation report*](#) (Mohasin Ahmed, Jennifer McLean, July 2025) – Following the publication of the above journal article, we published the final evaluation of the CommonHealth Assets' Lived Experience Panel (LEP) in July. This report presents learning and insight as to the impact of the LEP – on the individual members of the Panel who engaged with us, on the project researchers, and on the research project as a whole. The report also discusses the place, role and value of PPIE in public health research. It was accompanied by a blog (see Para35).

29. *Thrive Under 5 Final Evaluation* (by Gregor Yates, with Jill Muirie) – After significant delays due to staff shortages, this report will be published shortly. It is currently being designed and is expected to be launched during September. It will be accompanied by a summary report, and a context update has been added to the main report.
30. *Glasgow ethnicity profile* (Chris Harkins and Mohasin Ahmed for the Glasgow HDRC) – Chris and Mohasin have produced a concise ethnicity profile for the City to support the HDRC racialised inequalities group as it seeks to establish a programme of work examining the complex interplay of ethnicity, socioeconomic disadvantage and health within Glasgow City (see Para 18). The ethnicity profile is designed to be a stimulus for discussion on this topic and to be concise and informative, presenting peer-reviewed evidence and official statistics alongside local insights.

Media

31. [Secretary of State for Scotland visits pioneering music and social change programme | Charity Today News](#) (Charity News, 24th Jun – Big Noise/Sistema evaluation is mentioned).
32. [Creating the conditions for meaningful and effective PPIE in community-based public health research: learning from a UK-wide lived experience panel | Research Involvement and Engagement | Full Text](#) (journal article by Mohasin Ahmed, Dr Jennifer McLean and GCU co-authors, BMC Research Involvement and Engagement, 17th Jul).
33. [Poor diet in Glasgow low income areas to be addressed | The Herald](#) (The Herald, 7th Aug – launch of a research partnership between UofG, GCPH, GFPP, GCC, GCFN and GSA). Also in [Glasgow Times](#).

Digital

34. In June and July, we published a series of blogs by Mohasin Ahmed, highlighting the public health issues faced by LGBT+ communities and spotlighting the vital work of LGBT+ organisations in Glasgow and Scotland.
 - [LGBT+ Pride: where does the UK stand, 53 years on?](#) reflects on Pride's origins, from the 1969 Stonewall Riots to the first Scottish Pride in 1995, and explores how historic and current discrimination continues to impact LGBT+ health in the UK and Scotland.
 - [No one left behind in the fight for LGBT+ equality](#) dives further into LGBT+ equality and highlights the often-overlooked disparities within the community itself, particularly for those who are also disabled or from racialised minority backgrounds. Citing research and Census data, the blog calls for inclusive service design that addresses overlapping identities and systemic barriers.
 - [Community Not a Commodity: Examining the relationship between LGBT+ Pride and alcohol](#) (adapted from a blog by David Barbour) explores the impact of alcohol marketing on the LGBT+ community.
35. *CommonHealth Assets*. [Creating the conditions for meaningful and effective PPIE – Learning from the CHA LEP](#). To go alongside the publication of the journal article and final evaluation report mentioned above, Mohasin Ahmed shared key insights from the evaluation in a blog published in July. In it, she highlights the importance of tailored communication, sustained support, and early integration of lived experience in shaping research. While the LEP fostered trust and personal growth among participants, the

blog also reflects on challenges and limitations, providing valuable learning for future community-based public health research initiatives.

36. [*Research partnership to tackle dietary inequalities in Glasgow*](#) – News entry about the new UKRI-funded project which is bringing together researchers (including GCPH), local government, and food organisations to address poor diet and health in Glasgow’s most deprived areas (see Para 18).
37. [*Major study to assess public health benefits of Community Wealth Building*](#) – News entry about the new NIHR-funded project which is bringing researchers together (including GCPH) to investigate the power of Community Wealth Building (CWB) to affect local economies and improve population health (Para 18).
38. *Doors Open Day festival audio-guided tour* – For this year’s Doors Open Day festival, and as part of our work celebrating Glasgow’s 850th anniversary, we will launch a new audio-guided walking tour, [*Pioneering the Health of the City: A Historical Audio Tour*](#) in mid-September. The tour is based on an earlier GCPH historical walking tour and map, published in 2005 and which we [*republished*](#) earlier this year. It gives an overview of Glasgow’s health history, based on the ‘historic backbone’ of Glasgow. It looks at old and new housing, environmental pollution, clean water and sewage, education, food, access to medical treatments and green space, all of which have been the foundations for the health and wellbeing of the city’s residents. It also shows examples of the challenges that faced the city and how people devised innovative and imaginative solutions to these problems.
39. *Concept explainers* – We published two new Concept Explainers in July and August. The first one focusses on [*‘Intersectionality’*](#), while the other sheds a light on the concept of [*‘Missingness’*](#) in health and social care.
40. *E-updates* – There have been two e-updates since the last Board meeting, one at the end of [*June*](#), the other at the end of [*August*](#).
41. *Website* – We are currently working on adding new pages to the GCPH website. These will be uploaded over the next couple of months.
 - [*Community Wealth Building Evaluation Learning Lessons from Scotland*](#) (CoWBELLS) project (Para 18)
 - Missingness and understanding poverty as a barrier to accessing health and care services (see Para 12)
 - GCPH work on racial inequalities work
 - Clyde Metro project (see Para 14).

GCPH
September 2025

Appendix 1. Hackathon attendees list

Lesley	Thomson	NHSGGC/GCPH
Jann	Gardner	NHSGGC
Bea	Von Wissman	NHSGGC
Denise	Brown	NHSGGC
Scott	Davidson	NHSGGC
Angela	Wallace	NHSGGC
Anna	Baxendale	NHSGGC
Emilia	Crighton	NHSGGC
Charles	Vincent	NHSGGC
Karen	Turner	NHSGGC
David	Gould	NHSGGC
Chloe	Cowan	NHSGGC
Pat	Togher	Glasgow City HSCP
Fiona	Moss	Glasgow City HSCP
Kimberley	Hose	Glasgow City Council
Frankie	Barrett	Glasgow City Council
Michael	Kellet	PHS
John	Dawson	PHS
Chris	Pearce	University of Glasgow
Maria	McPhillips	University of Glasgow
Emma	McIntosh	University of Glasgow
Petra	Meier	University of Glasgow
Moir	Fischbacher Smith	University of Glasgow
Jo	Winterbottom	University of Glasgow
Ally	Boyle	NHS Lanarkshire
Jennifer	McLean	GCPH
Rebecca	Lenagh-Snow	GCPH
Mohasin	Ahmed	GCPH
Gregor	Yates	GCPH
Berengere	Chabanis	GCPH
Kelda	McLean	GCPH
Ricky	Fleming	GCPH
Jill	Muirie	GCPH
Chloe	McAdam	GCPH
Faiza	Hansraj-Jackson	GCPH

Appendix 2. NHS GGC staff Core Brief report on the Hackathon

Daily update
(15 August 2025, 12.40pm)

GCPH Hackathon: Reimagining the future of population health research in Glasgow

On 6 August, senior leaders and partners in health and academia came together to discuss the future of the Glasgow Centre for Population Health (GCPH) at a special Hackathon event.

Discussions took place that will be used to shape population health research and policy to ensure it aligns with the Scottish Government's vision for "a Scotland where people live longer, healthier and more fulfilling lives".



GCPH was established in 2004 as a partnership between NHS Greater Glasgow and Clyde, the University of Glasgow, and Glasgow City Council, funded by the Scottish Government.

It has played a vital role in understanding and addressing Glasgow's health inequalities. From leading the Glasgow City Food Plan to evaluating the Cost of the School Day and influencing national policy, the Centre has been a critical and independent voice in public health.

However, Hackathon attendees recognised that the landscape has changed over the past two decades.

The impacts of austerity, Brexit, COVID-19, and the cost-of-living crisis have deepened health inequalities and strained public services.

At the event, there was recognition of the need for GCPH to evolve to align with the Scottish Government's Population Health Framework and Health and Social Care Service Renewal Framework.

It was attended by NHSGGC Chief Executive Professor Jann Gardner, Board Chair Dr Lesley Thomson KC, Director of Public Health Dr Emilia Crighton, Medical Director Dr Scott Davidson, Director of Digital Services Denise Brown, and Vice Chair David Gould. They were joined by representatives from Glasgow City HSCP, Glasgow City Council, Public Health Scotland, the University of Glasgow, and the GCPH.

Breakout sessions were held to explore and consider GCPH's future leadership and delivery model, and how it can support prevention as a way to reduce health inequalities. There were also discussions on the Centre's role in enabling system-wide change through evidence and evaluation.

Outputs from the Hackathon will be used to inform a draft options appraisal, which will be reviewed by the GCPH Board in September.

A preferred option will be submitted to the Scottish Government in October 2025, helping secure future funding and ensure GCPH remains fit for purpose in a rapidly changing health landscape.

Professor Gardner said: "The GCPH Hackathon was a powerful example of collaboration in action, bringing together partners to look at how we tackle the deep-rooted challenges facing population health.

"This event aligns with NHSGGC's commitment to Transforming Together - building a more sustainable, preventative, and equitable health system for all.

"By working within national frameworks and embracing innovation, we can ensure the GCPH continues to be a driving force for change across Glasgow and Scotland."



Appendix 3. iMatter 2025 action plan (full)**What we do well:**

We are clear about our roles and responsibilities with high degrees of job satisfaction and achievement, and have the support and information required to do our jobs well.

Our health and wellbeing is supported at work, where we are treated with dignity and respect.

We are appreciated for our work and contributions to GCPH.

Area for improvement	Desired outcome: What would indicate we'd improved to a level we were happy with?	Actions: What will get us there?	Responsible for Action Plan and Target Completion Date: Who and by When?
Stability in delivery of our roles	Stabilise line management arrangements as far as possible. Good ongoing communications across the work of the team Engaging and effective monthly team meetings	Regular conversations/check-ins with line managers to provide space to surface issues as early as possible. Effective objective setting and review conversations, including training and development opportunities. Regular communications from Centre Management to the Team. Re-establish team meetings as space for wider discussion, nurturing and developing of ideas to support the delivery of the 2025/26 work plan and beyond.	GCPH line managers – ongoing Centre Management – ongoing GCPH team members - ongoing
Improved sense of stability within the organisation	Greater stability in the Centre with future funding secured and clarity of Centre's role and purpose and ways of working with partners. Stability and enjoyment of new accommodation with opportunities identified for collaboration with partners	Centre Management and the GCPH Board, in partnership with the PH Directorate, to progress the Options Appraisal process towards providing a clear future purpose and role for GCPH, and sustainable future resourcing. Centre Management to update team as discussions progress and agreements are reached.	GCPH Centre Management and GCPH Board - by end of October 2025 Centre Management - ongoing

	Improved trust and confidence in Centre Management. Improved iMatter responses in 2026 that reflect the improving circumstances.		
Increased Board visibility and engagement, especially during the Options Appraisal process	Deliberate engagement by the GCPH Board with the GCPH team during Options Appraisal process. Improved confidence in GCPH Board members in proposing the future direction and organisational arrangements for GCPH.	Clear opportunities for the team to input and shape future vision. Re-emphasise team members welcome to attend at Board meetings and indicate where papers are available to view. Continue to share the Board General Update paper with team members and to report on main Board and EMT discussions at monthly Team meetings	GCPH team members – August to October 2025 Board meetings – September and December 2025 Centre Management - ongoing