

<b>NHS Greater Glasgow and Clyde</b>	<b>Paper No. 25/175</b>
<b>Paper Title:</b>	<b>Glasgow City Integration Joint Board Report</b>
<b>Meeting:</b>	<b>NHSGGC Board Meeting</b>
<b>Date of Meeting:</b>	<b>18 December 2025</b>
<b>Purpose of Paper:</b>	<b>Assurance</b>
<b>Classification:</b>	<b>Board Official</b>
<b>Date of IJB:</b>	<b>26 November 2025</b>
<b>Committee Chairperson/Non-Executive Lead:</b>	<b>Paul Ryan</b>

## 1. Purpose of Paper

**The purpose of this paper is to:** inform the NHS Board on key items of discussion at the Glasgow City Integration Joint Board (IJB) which took place on [26 November 2025](#).

## 2. Recommendation

The Board is asked to note the key items of discussion at the recent meeting of the Glasgow City IJB as set out below and seek further information or assurance as required.

## 3. Key Items of Discussion

### GCIJB Membership Update

The IJB received an update on substitute arrangements for the Section 95 Officer on Glasgow City IJB and approved a number of appointments to the Finance, Audit and Scrutiny Committees and Public Engagement Committee.

## **Chief Officer Update**

The Chief Officer provided a verbal update on the undernoted key areas:

### Delayed Discharges

The delayed discharge position continues to be both challenging and volatile. A target of 160 by 21st December 2025 has been agreed with the Board but this will be extremely challenging to deliver based on current additions to TRAK Care.

Although the net delays position remains volatile the number of discharges effected by GCHSCP remains very consistent. Each week the HSCP consistently discharges around 180 patients from hospital to some form of care, mostly home care or care home. That is around 730 per month. What is clear is that our net delays position is invariably an indication of increased inflow rather than any reduction in actual discharges.

The Adults with Incapacity (AWI) position is significantly improved, with an over 20% reduction in AWI delays since the end of June – and ahead of schedule to reduce our AWI delays by 50% over the calendar year to June 2026.

All available resources continue to be deployed to facilitate hospital discharge flow, including home care, intermediate care and the newly commissioned Red Cross community support service.

GCHSCP staff are also fully engaged in the Board's Acute reset initiative between 20th November-1st December, with its aim of decompressing hospital sites through the mobilisation of Acute and community resources. This is a 7-day-a-week initiative and HSCP staff are working weekends to support it.

### Homelessness

As at 18th November 2025, 4,678 households were living in temporary accommodation across the city and 2,060 of these households were residing in unsuitable bed and breakfast/hotel type accommodation. This represents an increase of 277 households in temporary accommodation and an increase of 231 households in bed and breakfast/hotel accommodation since September 2025. Refugee households make up 60% of the total number of households within temporary accommodation and 76% of households within in bed and breakfast/hotel accommodation.

Senior managers from the HSCP and Council met with Chief Executives from the Registered Social Landlords in a city-wide engagement event on 22nd October 2025. Also in attendance was the Scottish Government's (SG) Housing Emergency Lead, the Head of the SG's Homelessness Directorate and the Chief Executive for the West of Scotland Forum of Housing Associations. The session was well-attended and allowed a wide-ranging discussion on the issues and pressures currently facing both the homelessness and housing sector. Following the session, staff from the HSCP have met with the SG in relation to the specific issue of refugee homelessness from households granted leave to remain outwith the city.

## BOARD OFFICIAL

In response to the Cabinet Secretary for Housing's recently published Housing Emergency Action Plan, the HSCP has begun the process of working with Wheatley Homes Glasgow (WHG) to explore the option of 'flipping' temporary accommodation into settled accommodation for homeless families. Where families agree to flip their temporary accommodation, WHG will use available funding to purchase additional accommodation on the open market thus adding to the number of social homes available in the city.

### Mental Health Inpatients

There remains significant pressure on inpatient mental health beds across NHS GGC, particularly for adult acute admissions and contingency beds are all in use. Ongoing work in relation to anti-ligature capital improvements is progressing at pace. To support the delays work, there is an improved system for referrals to Social Work for early identification and formal delay, increasing efficiency in allocation across all MH adult, Older People and Rehab wards.

A new board wide service manager post is being progressed to support a whole system bed management approach and to work alongside the discharge teams to ensure maximum flow. Plans for the introduction of community Clozapine detox and ADHD medication monitoring through the use of DOCCLA are being progressed through the Transforming Together programme, to support more people to receive treatment in the community and create capacity.

A Mental Welfare Commission report highlighting the lack of mental health officers' consent to emergency detention certificates was published earlier this month. Glasgow City HSCP are currently in the process of developing an improvement plan to address the concerns raised within the report.

### **Social Care Planned Procurement 2026-27 and Commissioning Development Plan**

The IJB received and approved the planned procurement activity for 2026/27 and noted the progress and ongoing work in respect of the commissioning development plan and the planned development actions for 2026/27.

### **Glasgow City IJB Budget Monitoring for Month 6 and Period 7 2025-26**

A report was presented outlining the financial position of Glasgow City IJB as at 19 September for Council and 30 September 2025 for Health and highlighted any areas of budget pressures and actions to mitigate these pressures. The IJB approved the budget changes noted in the report.

### **Governance of the Service Prioritisation Programme**

The IJB received an update on the proposed governance arrangements for the Service Prioritisation programme over the 3 years 2025-28. Following extensive discussion, the IJB approved the proposed service prioritisation governance arrangements, noting that these arrangements will be kept under review and may be subject to future amendment by the IJB based on their effectiveness in practice. The IJB agreed that progress reports on service prioritisation will be a standing item on IJB agendas for the duration of the programme.

### **Safer Drug Consumption Facility - Inhalation Business Case**

A report was presented to update the IJB on the progress of the Thistle Service (Safer Drug Consumption Facility). Members noted the growing recognition of the need to accommodate those who also smoke / inhale drugs in response to evolving drug use patterns. Approval was given for the development of a full business plan for the implementation of a Smoking/Inhalation space through The Thistle Oversight Board, exploring legal and property actions. The IJB will receive a further update when a Full Business Case is available.

### **Chief Social Work Officer Annual Report 2024-25**

The Chief Social Work Officer presented the annual report for the year 2024-25, prepared in line with Scottish Government guidance. The report outlined the governance, accountability and statutory functions. An update on service quality and performance across Social Work Services was provided. The scale of the financial challenge and workforce challenges were also highlighted in the report.

### **Justice Social Work and Community Justice Overview Annual Update**

The IJB received an update on Justice Social Work and Community Justice Glasgow developments. The pressing issue in relation to prison population management was highlighted and the emergency early release scheme. Justice Social Work (JSW) services have had to rapidly adapt to these measures. Members noted that the Justice Community Payback Unpaid Work (UPW) service in Glasgow has advanced exciting and innovative arrangements by partnering with well-established local organisations to develop placements across each of the three locality areas. This has strengthened connections with communities and increased the visibility of UPW activity, reinforcing its value as a restorative justice sentence.

### **Hospital at Home and Call Before you Convey Progress Report**

An update was provided on the respiratory-based Hospital at Home and Call Before You Convey services. The IJB noted the development of the service to date with increased occupancy and wider provision of interventions. The wider NHSGGC virtual bed developments and the potential for expansion of the hospital at home model subject to available funding was also noted.

### **HSCP Projects Funded via NHSGGC Transformation Fund Investment Quarter 2 Update**

The IJB were informed of the development and delivery of projects with investment from the NHSGGC Transformation Fund to support unscheduled care activity and noted the progress to date.

### **Winter Planning Update 2025-26**

The IJB received an update on the winter planning arrangements for 2025-26, noting that the NHSGGC Whole System Winter Plan 2025-26 was approved by NHS GGC Board on 30 October 2025.

**Not discussed at GCIJB but information below as requested:**

Care Home Capacity – Glasgow City

Glasgow City HSCP currently operates five large care homes with a combined maximum occupancy of 550 beds. This capacity has been temporarily reduced due to planned construction work at Riverside and unplanned construction work at Victoria Gardens, resulting in a loss of 60 beds at Riverside and 22 beds at Victoria Gardens.

Despite this reduced capacity, demand for care home placements remains high, with 138 referrals received between March and October 2025. Approximately 87% (120) of referrals originate from localities, while 13% (18) are received from hospital/acute.

Analysis of admission criteria and activity data indicates hospital/acute referrals are prioritised, reflecting the prioritisation of acute discharge pathways for available care home beds.

Directly provided services consistently operate at an average occupancy rate of 96-98%. The average length of stay across our care homes is currently 3.6 years.

**4. Issues for referral to Standing Committees of the Board or escalation to the NHS Board**

There were no issues for referral to other Standing Committees or escalation to the NHS Board.

**5. Approved Minutes from IJB Meeting held on 24 September 2025.**

<https://glasgowcity.hscp.scot/publication/glasgow-city-ijb-minute-24-09-2025-approved>

**6. Date of Next Meeting**

The next meeting of Glasgow City IJB will take place on 21 January 2026.