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| <b>NHS Greater Glasgow and Clyde</b>             | <b>Paper No. 26/156</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>29 October 2026</b>                                                                    |
| <b>Purpose of Paper:</b>                         | <b>Assurance</b>                                                                          |
| <b>Classification:</b>                           | <b>Board Official</b>                                                                     |
| <b>Date of IJB:</b>                              | <b>23 September 2026</b>                                                                  |
| <b>Committee Chairperson/Non-Executive Lead:</b> | <b>Chair – Cllr Chris Cunningham<br/>Vice Chair – Graham Haddock (Non-Executive Lead)</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 [23 September 2026](#).

## 2. Recommendation

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

## 3. Key Items of Discussion

### Chief Officer Update

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

#### Delayed Discharges

The acute system has remained busy with some notable pressures particularly in the first half of September, but performance has been sustained under 160. A revised set of targets has been proposed to NHSGGC, of 155 from 1 October 2026 and, if sustained, a further stretch target of 150 from 1 March 2027 after the winter period.

## BOARD OFFICIAL

Focussed work has continued on reducing Adults with Incapacity (AWI) delays and it currently sits very close to the 55 reported at the last meeting and analysis shows a reduction over time in the past 18 months and a reduced number of hospital bed days lost to these types of delays. While the target of 40 that was previously set has not been achieved, good progress is being made.

### Homelessness

Demand for homelessness services has reduced which has been largely driven by a reduction in the number of applications from refugee households. Glasgow has also witnessed reductions in the use of temporary accommodation and a small reduction in hotel/bed and breakfast accommodation over the same period. Whilst these reductions in demand are welcome, it is too early to draw any definitive conclusions over whether this may be a longer-term trend. The number of rough sleepers remains relatively steady. Ongoing initiatives continue including close work with the Scottish Government on the city's housing emergency using the Housing Emergency Action Plan to explore solutions and mitigations, as well as exploring areas where the Scottish Government can offer practical and policy support. Detailed information has been submitted to SG on Glasgow's position, including financial projections and information on the potential impact if the required funding is not received

### Mental Health Inpatients

Mental Health inpatient services continue to experience significant pressure in relation to delayed discharges across both General Adult and Older People's Mental Health services. There was some improvement during September which reflects ongoing work across Health and Social Care teams to improve discharge planning, strengthen patient flow, and reduce unnecessary lengths of stay. A range of improvement actions continue across MH services to address delayed discharge performance and support timely transitions from hospital care. Whilst numbers remain higher than desired, recent reductions demonstrate some positive movement. The focus remains on sustaining this trajectory, reducing avoidable delays, improving outcomes for individuals awaiting discharge, and ensuring inpatient beds are available for those requiring specialist mental health care. The MH management team will continue to monitor performance closely and progress improvement actions in partnership with NHS, HSCP, housing and third-sector colleagues.

### Programme for Government

Members were updated on the engagement that has taken place to date between Chief Officers across Scotland and the Scottish Government, with a session with the Cabinet Secretary planned shortly. It was noted that there was a considerable amount of detail to work through, including the implications for statutory responsibilities, delivery of social care services and how social care would be defined.

## **Glasgow City IJB Membership Update**

The IJB received a report updating on changes to the membership of Glasgow City IJB, noting that Paul Ryan was replaced as NHS Lead on Glasgow City IJB by Graham Haddock, effective from 1 September 2026, which also resulted in Graham Haddock taking over the role of Vice Chair on GCIJB. The IJB approved the appointment of Martin Cawley as the new Chair of the IJB Finance, Audit and Scrutiny Committee.

## **Ernst & Young – Annual Audit Report 2025-26**

Ernst & Young presented their Annual Audit Report 2025-26 confirming the report was scrutinised and approved for onward submission to the IJB by the Finance, Audit and Scrutiny Committee at its meeting on 9th September 2026. There were no adjusted or unadjusted differences arising from the audit which require to be reflected in the financial statements. Effective arrangements for financial management; vision, leadership and governance; and use of resources were highlighted however financial sustainability remains a red risk overall.

## **Audited Annual Accounts 2025-26**

The IJB were updated on the completion of the audit of the Annual Accounts. The Audited Annual Accounts 2025-26 were scrutinised and approved for onward submission to the IJB by the Finance, Audit and Scrutiny Committee at its meeting on 9th September 2026. It was noted that the Audited Annual Accounts had received a clean audit opinion from Ernst & Young, with no changes from the unaudited accounts reported to Committee in June. The IJB approved for signature the Audited Annual Accounts for the period 1st April 2025 to 31st March 2026.

## **GCHSCP Unscheduled Care Delivery Plan 2026-27 - Glasgow Royal Infirmary Project**

A report was presented setting out Glasgow City HSCP's proposed next steps in the GRI Project of the Unscheduled Care Delivery Plan for 2026-2027. The IJB noted the progress that has been made delivering the GRI Project as part of the wider GCHSCP Unscheduled Care Action Plan; approved the use of the remaining uncommitted £765,000 from the £1 million GRI allocation to develop and deliver the test of change GRI Integrated Case Management model (subject to further detail being provided of the staffing structure when agreed); and agreed to carry forward the appropriate funding into the year 2027-2028 to enable this service to be delivered up to 31 March 2028. Members noted that performance reporting will be regularly undertaken within the service and will be reported quarterly to NHSGGC and, as and when required, to the IJB.

## **IJB Risk Management Policy and Strategy Review**

The IJB received a report setting out the approach taken to review and refresh the IJB Risk Management Policy and Strategy, including the engagement undertaken with IJB members and options appraisal undertaken by the Short Life Working Group. Members agreed the revised mapped alignment risk taxonomy comprising the nine strategic risk categories set out in the updated Policy and Strategy and agreed the proposed risk appetite level for each of the nine strategic risk categories,

Approval was given for the updated IJB Risk Management Policy and Strategy, including its appendices, for implementation from October 2026. The phased implementation arrangements were noted and that progress will be monitored and reported through the IJB's Finance, Audit and Scrutiny Committee.

### **Financial Outlook Update**

A report was presented to provide a high-level update to the financial outlook as at September 2026 and to outline the medium-term financial outlook. Members were reminded of the approved financial strategy and the importance of delivering planned savings through the STEP Forward programme. The IJB noted the 2026/27 in year position and the updated financial projections that will inform budget planning for 2027/28. Attention was drawn to the projected pressures on the homelessness budget and potential for an extraordinary IJB meeting in October.

### **STEP Forward Programme Reviews**

IJB approval was sought for STEP Forward review recommendations in relation to the HSCP's Welfare Rights and Older People's Day Care Services; and redesign and associated savings proposals of the HSCP's Enhanced Drug Treatment Service (EDTS) and Complex Needs Service (CNS) and their replacement by a combined successor service. The report represented the first tranche of STEP Forward recommendations for formal decision and reflected the strategic approach previously requested and agreed by the IJB. Following extensive discussion, the IJB approved the preferred Core Functions options for the Welfare Rights Service; and the preferred Four Community Hub option for the Older People's Day Care Service. Approval was given to progress the redesign and associated savings proposals relating to the Enhanced Drug Treatment Service and Complex Needs Service, and the creation of a new combined successor service subject to service redesign being completed in accordance with Staff Partnership trade union requirements, co-design with people with lived and living experience with input from clinical expertise and a further paper to come back to the next IJB to approve the redesigned service, in the order of a £1.2m budget, thereby ensuring the delivery of heroin assisted treatment.

### **STEP Forward Programme Update**

The IJB received a report updating on progress with the STEP Forward programme since the last meeting. Members noted the review outcomes approved by Executive Steering Group on 11th August 2026; and approved the timescales for the proposed review of governance to be presented to the first IJB meeting in 2027, following the first 12 months of the Executive Steering Group (ESG), and noted that Internal Audit would continue throughout the programme.

## **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 June 2026.**

<https://glasgowcity.hscp.scot/publication/glasgow-city-ijb-minutes-24-06-2026-approved>

**6. Date of Next Meeting**

The next meeting of Glasgow City IJB will take place on 25 November 2026.