To: **Glasgow City IJB Members**

From: **Pat Togher, Chief Officer, Glasgow City HSCP**

Date: **25th November 2026**

Subject: **Chief Officer Update – GCIJB 25-11-26**

Delayed Discharges

Since the September IJB, work has continued across the HSCP and acute services to support people to leave hospital as soon as it is safe and appropriate. Glasgow has continued to perform around the agreed delayed-discharge target of 160. Across 46 daily returns between 21/09/2026 and 24/11/2026, the average number of delayed discharges was 156.1. The position was at or below 160 on 36 of the 46 reporting days, with the daily total ranging from 143 to 167.

There was increased pressure during late October, with delayed discharges reaching 167 on 28/10/2026, before reducing to 147 by 02/11/2026. The position at 24/11/2026 was 161, comprising 80 people aged over 65, 33 people under 65 and 48 Adults with Incapacity (AWI). It is also notable that Glasgow City HSCP discharged 77 patients from hospital over the course of Monday and Tuesday this week with a package of care.

Care at Home continues to support a high number of people to leave hospital. Across six reported weeks during October and November, 892 people left hospital with Care at Home support, an average of around 149 people each week, with weekly activity ranging from 137 to 166 people.

Focused work has also continued on reducing AWI delays. At the September IJB, 55 AWI delays were reported, compared with 48 on 24/11/2026, a reduction of seven people, or around 13%. Further analysis of the available returns shows the average AWI position reducing from 48.7 during October to 47.0 during November, continuing movement towards the previously set target of 40. The figure of 47 compares favourably with our position last year which was 70. This reduction in complex AWI patients has assisted in the HSCP achieving an average length of stay reduction by more than 1,000 days over the course of the last year.

Work continues with NHSGG&C and HSCP services to maintain the improved delayed-discharge position, with continued attention on people experiencing the longest delays and supporting people to move to the appropriate setting as soon as possible.

Homelessness

In the first half of 2026/27, demand for homelessness services has reduced by 2.4% with the number of applications made between April – September falling from 3,907 in 2025/26 to 3,813 in 2026/27. This welcome reduction in demand follows a 5% year-on-year decrease between 2024/25 and 2025/26 which evidences the service's continued focus on homelessness prevention.

Despite this welcome reduction in demand, the number of households in temporary accommodation in Glasgow has increased slightly from 4,791 households (at the time of the last update in September) to 4,858 households currently in temporary accommodation, highlighting this continued pressure. In relation to hotel/bed and breakfast accommodation, there has currently been a small increase from 2,167 households in September to 2,181 households.

The most recent count of rough sleepers (from week beginning 9th November 2026) was at its lowest level for several months, with 19 individuals noted as sleeping rough during that week, a notable decrease from a high of 30 individuals in previous weeks. The reasons for rough sleeping remain varied, with some individuals noted as having No Recourse to Public Funds and other households refusing the offer of support at this time. Homelessness Services, alongside colleagues in the Simon Community, continue to offer advice and support.

Ongoing initiatives:

- Following approval of Glasgow's Temporary Accommodation Strategy, work has progressed to establish the governance arrangements required to move the Strategy into implementation. Membership of the Temporary Accommodation Strategy Board has now been identified and invitations issued, ensuring representation from the key partners required to support delivery. The first full meeting of the Board is scheduled for late November, marking an important transition from strategy development into coordinated implementation. The Board will provide strategic oversight of the delivery programme, maintaining a clear focus on increasing accommodation capacity, redesigning provision and improving outcomes for homeless households.

- The major procurement exercise to expand the supply of PRS temporary accommodation is progressing, with the tender period due to close by the end of November. The aim of the procurement is to secure approximately 1,000 additional dispersed properties through up to four providers, providing an important additional source of temporary accommodation capacity. Once the tender closes, work will progress through evaluation and award towards implementation of the new arrangements.

Mental Health Inpatients

Mental Health inpatient services continue to experience sustained and significant capacity pressures across Greater Glasgow. Recent periods have seen little or no available general adult or older people's capacity, with services operating above standard bed capacity and using contingency arrangements, including pass beds, to maintain patient flow. This is being compounded by high patient acuity, workforce pressures, and infection-related ward restrictions across the wider acute system. The

cumulative position is increasing operational and clinical risk and placing sustained pressure on inpatient staff, Nurse Page Holders, and bed-management teams.

As of today, there are 69 delayed discharges across Mental Health services, comprising 37 within Adult Mental Health and 32 within Older People's Mental Health (OPMH). Within the 37 Adult Mental Health delays, 26 relate to adult services, 6 to Learning Disability and 5 to Forensic services. This compares with 73 delays last week, when there were 38 Adult Mental Health delays (28 Adult, 5 Learning Disability and 5 Forensic) and 35 OPMH delays. This represents a net reduction of four delayed discharges over the last week, including a reduction of three within OPMH.

Focused work continues on the most complex and long-standing delays through fortnightly case reviews, clearer action tracking and joint escalation across Mental Health, Learning Disability, Commissioning and operational services where usual placement options have been exhausted. On 19 October, Business Meeting approved progression of the six-flat supported-living development at 568 Maryhill Road. Five of the six identified individuals are expected to move from Mental Health inpatient beds, providing community alternatives for people with complex needs and prolonged hospital stays.

Immediate action includes stronger senior clinical and operational oversight of delayed discharges, including older people's mental health, and active bed management. Mental Health pressures are also being linked more clearly into wider system escalation so that capacity constraints, associated risks and the impact of acute-system pressures are visible.

Across Glasgow's three inpatient sites, work is progressing on more coordinated patient-flow and discharge arrangements. This includes considering a centralised approach, better visibility of capacity and delays, clearer escalation of housing, placement, funding and community-service barriers, and stronger cross-cover and performance reporting. The aim is to improve resilience and make better use of existing beds, rather than relying solely on short-term capacity measures.

The position remains challenging and will continue to require close senior oversight through the winter period, with capacity, staffing, delayed discharge and associated clinical risk kept under regular review and escalated where service thresholds are exceeded.

Enhanced Drug Treatment Services and Complex Needs Services

Members will recall that in September, the IJB agreed the direction for the redesign of the Enhanced Drug Treatment Service and Complex Needs Service, including development of a new service model within the financial parameters of £1.2 million reinvestment.

The successor model is being developed, alongside delivery of the agreed savings. The redesign is being progressed through structured workshops involving staff, clinical colleagues and partners. The second workshop considered a range of options and identified an emerging preferred direction, which is now being worked through in more detail to ensure the final service and workforce model is safe, sustainable, and deliverable.

The work is also being informed by engagement with people with lived and living experience, including through the ADP Lived Experience Reference Group, and an EQIA is being completed alongside the redesign proposals so that equality impacts and the experience of people using these services are integral to the final model.

We had originally intended to bring the completed model back to the IJB in November. That timetable has had to move, principally because of the external clinical and pharmacy quality assurance audit of EDTS. This is a significant clinical governance requirement involving EDTS pharmacy and clinical staff and senior pharmacy assurance arrangements, and it was important that the audit took priority rather than compromising either that process or the clinical input required for the redesign.

The remaining workshop is scheduled for 18th December, with the final proposals brought back to the IJB thereafter.

The change in timetable does not alter the commitment to the financial position agreed by the IJB in September. The additional time is about completing the work properly, including the clinical audit, staff and lived-experience engagement and EQIA, and ensuring that the final proposal presented to the IJB is clinically safe, financially sustainable, and capable of delivery.

Glasgow City Council Pay and Grading structure

Members may be aware that trade unions did not unanimously agree on the implementation of the new pay and grading structure proposed by GCC.

The council have confirmed that comms will be issued later this week in relation to this matter.

Family C

The Family C improvement plan has now been approved via the Glasgow Child Protection Committee (CPC) subject to further endorsement from the Public Protection Chief Officers Group (COG). The report will also be presented to the IJB in January and a further report to Glasgow City Council in response to a motion earlier this year seeking assurances with regards child protection governance arrangements.