



To: Glasgow City IJB Members

From: Pat Togher, Chief Officer, Glasgow City HSCP

Date: 13th May 2026

Subject: Chief Officer Update – GCIJB 13-05-26

Delayed Discharges

The delayed discharge position has been relatively stable since the last IJB meeting despite some periods of noticeably high referral levels. The HSCP is consistently meeting the target of 160 which was agreed with the Health Board and performance sat at 149 on 6th May, down further from the last position reported to the IJB and down considerably on 182 at the Christmas surge point.

The HSCP continues to work with the Health Board on embedding whole system learning from recent system reset efforts and examples of best practice and are now actively implementing the Integrated Discharge Team approach in both Queen Elizabeth University Hospital and Glasgow Royal Infirmary.

Focussed work has continued on reducing Adults with Incapacity (AWI) delays and as at 6th May, the HSCP sit at 45 AWI delays, an improvement from the last update of 54, and down considerably from a high of 79 in June 2025. This sees the HSCP on track to deliver the AWI target of 40 by the end of June. Bed days lost to AWI delays has decreased by 45.9% since June last year, down from 10,063 to 5,446, a reduction of 4,617 bed days. 4,617 bed days equals additional capacity for Acute to admit 660 patients if an average length of stay of 7 days is used, which is a very real benefit to the system and a credit to everyone involved. This is a huge achievement in what the HSCP know to be a very complex area of work.

Homelessness

In 2025-26, Glasgow City HSCP witnessed a 5% reduction in demand for Homelessness Services with the total number of applications received this year falling from 8,445 to 8,053.

However, despite this welcome reduction in demand, pressure on temporary accommodation remains high with the number of households residing in temporary accommodation across the city continuing to rise. As at 28th April 2026, 4,938 households were living in temporary accommodation across the city with 2,376

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households residing in bed and breakfast/hotel type accommodation. This latter figure has increased by approximately 10% since the start of 2026.

Demand remains high from refugee households, with 44% of new demand for homelessness assistance coming from this group. Refugee households are disproportionately more likely to require temporary accommodation because they are less likely to have established links in local communities, leading to the increase in temporary accommodation outlined above.

Homelessness Services continues to work with local partners to support and ensure awareness of rough sleepers in the city. For week commencing 27/04/26, a total of 19 rough sleepers were recorded (N.B. this figure can fluctuate on a weekly basis):

3 x long-term rough sleepers (2 males & 1 female) - UK Nationals

3 x people with no recourse to public funds (male)

1 x person with no accommodation available

12 x people declining support to access accommodation

Ongoing Initiatives:

- In 2025-26, the HSCP secured the highest number of lets for homeless households with 3,636 lets secured, representing 56% of the total number of social housing lets in the city. The HSCP will continue to work in partnership with the city's housing associations in 2026-27 to increase this total and percentage further.
- Homelessness was the focus on the IJB Development Session held on 29th April 2026. Presentations were delivered by Arneil Johnston on the 10-year Temporary Accommodation strategy, as well as a presentation on homelessness prevention and the use of temporary accommodation delivered by Homelessness Service Managers.
- Work continues to progress with All in for Glasgow 2 which focuses on the co-designing of support services in the city for people experiencing homelessness. Feedback from third sector agencies involved in this process has been very positive and services continue to work together collaboratively.

Mental Health Inpatients

Delayed discharges across Mental Health services continue to present ongoing pressure, remaining above the desired position however this continues to be an area of priority focus for improvement.

As at 8th May 2026, there are a total of 68 delays across Mental Health services, comprising:

- 41 Adult Mental Health delays, including:
 - 34 General Adult
 - 2 Forensic
 - 5 Learning Disability
- 27 Older People's Mental Health (OPMH) delays

The primary challenge continues to be the limited availability of suitable community-based placements, including supported accommodation, specialist care home provision, and services equipped to support individuals with complex needs and presentations. These constraints are evident across all localities and are particularly acute for those requiring highly specialised or bespoke care packages.

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A proportion of individuals remain in hospital despite being clinically fit for discharge, largely due to the time required to secure appropriate placements or to progress complex cases involving legal processes and multi-agency assessment. This continues to impact on inpatient capacity, length of stay, and overall system flow.

The Chief Officer has recently undertaken visits to Mental Health inpatient sites to establish key themes contributing to delays. This has informed a strengthened focus on governance, accountability and performance oversight.

A revised meeting structure has now been implemented by the Adults Assistant Chief Officer to prioritise a fortnightly Mental Health delayed discharge meeting, incorporating General Adult, Forensic services, Older People and Learning Disability. This builds on the existing weekly Mental Health delays meeting and brings a more structured and consistent approach to oversight.

Flow navigation service manager post is due to be appointed to on 13th May 2026. This post will operate across all Mental Health inpatient sites and will support board-wide bed management and patient flow, with the aim of improving consistency in practice and strengthening overall bed management arrangements.

Operational actions will continue to focus on strengthening discharge coordination, increasing access to community alternatives, and progressing complex cases through close partnership working with commissioning, housing, and third sector providers. These actions will align with the wider Mental Health Strategy re-set to optimise community based solutions and reduce bed numbers.

Mental Health Summit – Update

Planning is currently underway to deliver a citywide Mental Health Summit in Glasgow, with a conference being scheduled for September 2026. This will bring together partners across health, social care, education, council, third sector, wider statutory partners and people with lived and living experience to support a shared understanding of current challenges and opportunities.

The proposed programme will include a focus on prevention, care and treatment approaches, and unscheduled care, alongside an overview of the current Mental Health Strategy and its alignment with national priorities.

The summit will also provide an opportunity to highlight current investment across Glasgow City, reflect on progress to date, and identify any gaps in provision to inform future planning and the development of a local Mental Health Action Plan.

Further detail on format, speakers and participation will be confirmed as planning progresses.

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