

OFFICIAL



To: Glasgow City IJB Members

From: Pat Togher, Chief Officer, Glasgow City HSCP

Date: 18th March 2026

Subject: Chief Officer Update – GCIJB 18-03-26

Delayed Discharges

The delayed discharge position, while always challenging and somewhat volatile, has seen improvements since the last IJB meeting. The HSCP are now meeting the target of 160 which was agreed with the Health Board, and thanks to extraordinary efforts, and with financial support for some additionality for services from Unscheduled Care funding, sat at 156 on 14th March 2026. A significant recovery of the position reported at the last meeting which was 182 delays following the Christmas season surge.

The HSCP continue to be fully engaged in the Health Board's ongoing system reset and system support processes and are currently preparing to support the Easter system support which will run from 19th to 30th March.

HSCP staff have concluded the focussed work with colleagues at Glasgow Royal Infirmary, which took place in both their acute assessment unit and emergency department, and have agreed a final report. The report makes a number of recommendations which staff will now form into an Action Plan and to be led through established groups. Alongside this work, HSCP staff are also considering how to access and use information on emergency department repeat attenders to further support patient flow, and the provision of care and support in the right place.

The Adults with Incapacity (AWI) position remains at 54, as reported at the last meeting, down from a high of 79 in June 2025 but slowing a bit in progress towards the target of 40 by June 2026. The HSCP have been successful in the bid for additional funding from Scottish Government to support delivery of the target. There is a report on the agenda today in relation to that project, and in addition an extra bid has been submitted to promote Power of Attorney pan GGC and await the outcome. This is of considerable importance to the bed days lost to delayed discharges, given that AWI delays are substantially longer than standard delays, therefore every case successfully moved on or avoided, saves a comparatively large number of bed days.

OFFICIAL

OFFICIAL

Homelessness

Approaching the end of 2025/26, Glasgow City HSCP continue to witness a reduction in demand for Homelessness Services with the total number of applications received this year, to date, falling by around 5% compared with the same period last year. However, despite this welcome reduction in demand, pressure on temporary accommodation continues with the number of households residing in temporary accommodation across the city continuing to rise. As at 3rd March 2026, 4,926 households were living in temporary accommodation across the city and 2,352 of these households were residing in unsuitable bed and breakfast/hotel type accommodation.

Demand remains high from households granted leave to remain with 44% of new demand for homelessness assistance coming from refugee households (who are disproportionately more likely to require temporary accommodation) leading to the increase in temporary accommodation outlined above.

Refugee households now make up slightly more than half (50.3%) of the total live homelessness caseload (3,645 from a total of 7,247 households), 62% of the total number of households residing in temporary accommodation and 76% of households within in bed and breakfast/hotel accommodation.

Rough Sleepers (week commencing 02/03/26) - Total: 21 (N.B. this figure can fluctuate on a weekly basis):

3 x Long term rough sleepers (male & female) - UK Nationals

5 x NRPF (male)

5 x no accommodation available

8 x declining support to access accommodation

Ongoing Initiatives:

- Following the RSL engagement event held on 22nd October 2025, Homelessness Services held a further engagement session with third sector partners through All In for Glasgow on 3rd February 2026 where a draft of the new Temporary Accommodation Strategy was shared with third sector partners and those with lived experience of homelessness. The HSCP has now launched a public consultation in relation to the strategy, co-produced alongside those with lived experience, and the on-line survey will canvass views from key stakeholders, as well as members of the public, on the aims and objectives of the strategy. The consultation will run for four weeks with the feedback collated shortly after and the online survey can be found at: https://www.smartsurvey.co.uk/s/Temporary_Accommodation_Strategy_2026/
- On 27th February 2026, the HSCP wrote to all housing associations in the city, in relation to the Local Letting Plan (LLP) for 2026/27. The LLP letter highlighted the positive partnership working with the city's housing associations over the past few years which has led to a record number of permanent homes being allocated to homeless households. The letter also set out the HSCP's request for 67% of social housing lets to be allocated to homeless households in 2026/27 to allow Homelessness Services to continue to deliver positive outcomes for homeless households.
- The HSCP, alongside colleagues in Neighbourhoods, Regeneration and Sustainability (NRS) have been working in partnership with the city's housing associations to support the acquisition of properties on the open market which are then allocated to homeless households. Approaching the end of the year, it is projected that 157

OFFICIAL

OFFICIAL

properties will have been purchased in 2025/26 compared to 80 properties in 2024/25, highlighting the significant efforts of both services in delivering positive outcomes for homeless households.

Mental Health Inpatients

Delayed discharges across Mental Health services continue to remain relatively static in numbers as reported in the last 4-week period however this continues to be above the desired position.

Reported delays (as at 17/03/26) are: 27 Older People Mental Health (OPMH) and 44 Under 65 & Learning Disabilities (LD)

	OPMH	Under 65 & LD
NE	10	13
NW	7	14
South	10	17
Total	27	44

The primary issue continues to be limited availability of suitable community placements, including supported accommodation, specialist care home beds, and services able to support individuals with complex presentations, behaviours, or multi-morbidities. These pressures are present across all localities, with availability particularly tight for people with higher needs or those requiring bespoke packages of care. A further group of patients continue to require ongoing inpatient care because their needs cannot currently be met safely in the community. These individuals often have complex social circumstances, challenging risk profiles, or specialist care needs that make discharge planning significantly more difficult. As a result, the number of patients who are clinically fit but unable to leave hospital remains high, contributing to downstream pressures on inpatient flow, ward capacity and length of stay.

In addition, several cases designated as “complex” involve legal processes, guardianship applications, or multidisciplinary assessments that extend the time required to secure an appropriate community placement. These factors collectively continue to affect the HSCP’s ability to progress discharges at the pace required to reduce overall delays.

More recently Adult MH have seen an increase in young people presenting against our adult beds due to the reduction of 8 beds in Skye House. HSCP staff are monitoring this closely due to nature of presenting need and concerns around our adult wards not always being a suitable environment for a young person.

In the interim, operational actions continue to focus on strengthening discharge pathways and reducing avoidable delays:

- All delays are now actively allocated to social work staff to ensure consistent oversight and progression toward a sustainable discharge solution.
- The newly created and approved 8B bed manager post is now live and will be recruited to in the coming weeks.

OFFICIAL

OFFICIAL

- The North East pilot enabling access to clozapine without hospital admission continues to operate. This is expected to reduce admissions for treatment initiation and help free up inpatient capacity. There is work underway to plan the role out beyond the pilot site.
- Mapping is underway through the Mental Health Strategy group to look at longest stay patients and admission criteria.
- Regular joint meetings with commissioning and service managers continue to identify and secure appropriate placements, unblock pathway barriers, and progress bespoke solutions for those with complex needs.
- Operational teams are also working to improve the timeliness of assessments, explore alternative housing options, and strengthen liaison with third-sector and commissioned providers.

These combined actions aim to increase throughput, reduce the number of people waiting inappropriately in hospital, and support improved performance over time.

Mental Health Summit

Following the Glasgow City Council call for a Mental Health Summit, Officers will develop a programme and where possible ensure costs are cost neutral. An update will be provided to IJB on the development of this work.

OFFICIAL