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To: Glasgow City IJB Members

From: Pat Togher, Chief Officer, Glasgow City HSCP

Date: 24th September 2025

Subject: Chief Officer Update – GCIJB 24-09-25

Delayed Discharges

Delayed Discharges continue to prove a challenge to the whole system. After a brief surge over the summer the position has again stabilised at between 160-170 delays on any given day. Discharge activity has increased to maintain pace with increased discharge volumes, and the team continue to pursue a range of actions to seek to reduce the number of delayed patients. This includes new recruitment of 2 new social workers, overtime and a range of activity to reduce the number of Adults with Incapacity (AWI) delays.

There has been some progress with AWI, with a 14.3% reduction in AWI delays since early June. In addition, 6 of the longest 7, most complex delayed patients have plans in place to be discharged this month, releasing significant bed days back to the Acute system.

Homelessness

In 2025/26, Glasgow City HSCP has witnessed a reduction in demand for Homelessness Services with the total number of applications received this year, to date, falling by 10% compared with the same period last year.

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 despite this reduction in demand. As at 2nd September 2025, 4,401 households were living in temporary accommodation across the city and 1,829 of these households were residing in unsuitable bed and breakfast/hotel type accommodation. This represents an increase of 143 households in temporary accommodation and an increase of 74 households in bed and breakfast/hotel accommodation since June 2025.

To date in 2025/26, 43% of the total demand for homelessness assistance has been from refugee households (who are disproportionately more likely to require temporary accommodation) leading to the increase witnessed above in temporary

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accommodation. Refugee households make up 58.5% of the total number of households within temporary accommodation.

Rough Sleepers (week commencing 01/09/25) – Total: 29 (N.B. this figure can fluctuate on a weekly basis):

2 x Long term rough sleepers (male & female) – UK Nationals

2 x NRPF – No Recourse to Public Funds (males)

14 x Declining support to access accommodation (11 males, 3 females)

8 x No accommodation available (8 males) – UK Nationals

3 x Offered accommodation failed to occupy (Male) – UK Nationals

Ongoing Initiatives:

- A date has been confirmed for the Executive Leadership Session with Chief Executives from RSLs across the city which will take place on 22nd October 2025 at the City Chambers. The event will be hosted by Susanne Millar, Chief Executive, Glasgow City Council and will look at potential solutions and initiatives which can help alleviate the current housing pressures.
- The WAYfinder service went live on 7th August 2025, marking a major transformation in how homelessness outreach services are delivered in the city. The newly commissioned service is designed to support individuals at risk of, currently experiencing, or recovering from homelessness and was co-designed by people with lived experience alongside service providers and commissioners from Glasgow's HSCP.
- The HSCP continue to meet with the Scottish Government Housing Emergency Team through fortnightly deep dive sessions. A recent announcement from the Cabinet Secretary for Housing, in relation to the Scottish Government's Housing Emergency Action Plan, has committed to a further year funding for Rapid Rehousing Transition Plans for 2026/27 as well as a doubling of the funding for acquisitions from £40m to £80m nationally. A new £1m national 'fund to leave' has also been created to provide financial support for up to 1,200 women and their children to leave an abusive partner.

Mental Health Inpatients

Bed occupancy, including contingency pass beds, remains above 95%, with adult acute beds under particular strain. Some non-Glasgow wards are capped, reducing total beds by 22 across the mental health hospital estate.

Concerted efforts to reduce bank staff use continue, including the use of daily huddles focused on safe staffing and bed management, and a comprehensive action plan led by the Chief Nurse and Assistant Chief Officer.

Work remains ongoing to address delayed mental health discharges, including setting estimated discharge dates and tackling legal challenges associated with AWI, resource gaps, and accommodation issues.

Medical staffing is now in place for the Community Mental Health Acute Care Service; full implementation aims to lower hospital admissions by providing home-based treatment.

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Bed management is a recognised issue across NHSGGC mental health hospitals, and a dedicated role is being evaluated to improve capacity and discharges.

The Thistle – Safer Drug Consumption Facility (SDCF)

The oversight Board continues to meet on a 6-weekly basis, chaired by the Chief Officer, to provide governance and assurance, and maintain an overview of community engagement and emerging themes.

Attendance figures continue to be available on the dedicated [SDCF page](#) on the HSCP website. Data up to end August 2025 highlights that:

- 418 individuals have accessed the service since opening. 77% of these individuals are male, 23% female.
- The service has been accessed over 6000 times with over 4000 injecting episodes.
- 56 medical emergencies are recorded, most of which have been managed internally.
- Trends around substances being used are monitored regularly, with cocaine continuing to be the most regularly injected drug.

The community engagement forum meets every 8 weeks and includes local residents, businesses, housing providers, Police Scotland, and elected officials. Meetings have been constructive, and partners have been able to respond tangibly to issues raised. Discussions have addressed concerns such as drug-related litter and public injecting in Calton, leading to actions like deep cleans at key sites, more frequent litter collections, and new disposal bins in Calton and Trongate. Outreach encourages people to use The Thistle service instead of public spaces, with an NRS action plan underway for Calton.

Concerns have been raised regarding misinformation being shared with community members and the wider public, which may affect confidence in the service. The Alcohol and Drug Partnership has conducted a 'Mythbusting' communications campaign on social media to address misrepresentations and stigmatising language.

Glasgow City ADP is working with the Corra Foundation National Mission team and Simon Community Scotland on a project involving women in the east end of the city who are at risk of drug-related harms. Thistle service leads are involved as key partners, aiming to increase participation of these women in the Thistle and its support services.

Joint Inspection of Services for Children and Young People at Risk of Harm

The Care Inspectorate report in respect of Glasgow's Community Planning Partnership was published on [12th August 2025](#), following the inspection process that took place from February to July 2025. The joint inspection team considered and evaluated the effectiveness of services for children and young people up to the age of 18 at risk of harm and looked at how Glasgow's Community Planning Partnership was making a difference to their lives.

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In relation to the overall evaluation of the joint inspection the Care Inspectorate evaluated Glasgow Community Planning Partnership on Quality Indicator 2.1 as **GOOD**.

The Care Inspectorate have requested a joint action plan that clearly details how the partnership will make improvements in the key areas identified by inspectors.

The proposed improvement plan will be presented to both the Chief Officer Group and Child Protection Committee to ensure appropriate governance and quality assurance processes are in place.

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