

NHS Greater Glasgow and Clyde	Paper No. 25/177
Paper Title:	Standing Committee Chair's Board Report
Meeting:	Board Meeting
Date of Meeting:	18 December 2025
Purpose of Paper:	Assurance
Classification:	Board Official
Name of Reporting Committee:	Renfrewshire Integration Joint Board
Date of Reporting Committee:	28 November 2025
Committee Chairperson:	Margaret Kerr

1. Purpose of Paper

The purpose of this paper is to: inform the NHS Board on key items of discussion at the Renfrewshire Integration Joint Board (IJB).

2. Recommendation

The Board is asked to note the key items of discussion at the recent meeting of the Renfrewshire IJB on Friday, 28 November 2025 as set out below and seek further assurance as required.

3. Key Items of Discussion

3.1 Membership Update

This report set out recent changes to the Board's membership and confirmed appointments and re-appointments. At the meeting, it was advised that:

- Becky Metcalfe has been appointed as an NHS voting member, replacing Colin Neill following his retirement on 31 October 2025.
- John Nixon has replaced Amanda Walton as the Trade Union Representative for Health Board Staff (non-voting member) with effect from 16 September 2025.

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- Lucy Dornan has replaced Lesley Nish as a Health Board Staff Member (non-voting member) with effect from 17 October 2025.
- Dr Shilpa Shivaprasad has been re-appointed to the non-voting position of other Medical Practitioner (non-GP) for a three-year term from 17 January 2026.
- Dr Stuart Sutton has been re-appointed to the non-voting position of General Practitioner for a three-year term from 19 January 2026.

3.2 Patient/Service User Story/Presentation

At each future IJB Meeting, we will aim to use a part of the meeting to share a story that highlights the difference that HSCP Services bring to the people of Renfrewshire. To get this up and running, the Chief Officer introduced the first story, which featured a video recording of two local ladies who agreed to share their experience of the Six Weeks to Wellbeing Programme, a collaboration with One Ren, which aims to address social prescribing, improving wellbeing and connecting into community-based activities:

Watch the recording here: [Six Weeks to Wellbeing Programme](#)

3.3 Chief Officer's Report

This regular report provided an update on key local developments and national policy changes since the last meeting. The following updates were highlighted at the meeting:

- The opening of the Bolerno Centre in Dargavel: a new health and social care facility offering expanded GP services and co-located community-based care, designed with sustainability features.
- Self-Directed Support (SDS) developments, including the launch of a dedicated SDS Service at the Renfrewshire Carers Centre Networking Event and ongoing support for carers to exercise choice and control.
- Chief Officer site visits: continuing engagement with staff and services across localities, mental health, learning disability, and ADRS, highlighting strong commitment and partnership working.
- Staff Health and Wellbeing Event, held in October with over 30 partners, offering seminars, wellbeing activities, and practical supports such as flu vaccinations and financial advice.
- Delayed discharges, where Renfrewshire maintained the lowest rate in Scotland (4.6 per 100,000 population as of 27 October).
- Falls Awareness Week: promoting prevention and safety through community engagement.
- Homelessness Prevention Pilot: securing Scottish Government funding to embed 'Ask and Act' duties and strengthen early intervention pathways.
- NHSGGC Hackathon and System Reset: focusing on virtual hospital pathways and improving patient flow to support safe discharge and admission avoidance.

Key national updates included:

- New sub-national planning structures, requiring NHSGGC to lead regional planning for elective care, emergency services, and financial sustainability.
- General Practice Funding Agreement (2026–2029), committing £249m recurring investment to strengthen primary care.
- National Palliative Care Strategy (2025–2030), setting priorities for equitable access and integrated care.
- Scottish Care Nursing Workforce Report, highlighting sector-wide recruitment and retention challenges.
- Digital Health and Care Delivery Plan update, reinforcing digital transformation as a central priority.
- Long Term Conditions Framework consultation analysis, emphasizing prevention and partnership approaches.
- Quality Improvement and Value-Based Healthcare, with RHSCP contributing to NHSGGC's Quality Strategy and upcoming design events.

Members noted:

The range of local HSCP updates and national policy developments provided.

3.4 In-year Budget Monitoring Report

This report provided an update on the financial position as at 30 September 2025 and the projected year-end position for 2025 / 26. The report outlined:

- A projected year-end overspend of £5.053m - an improvement from the £8.989m forecast in March 2025 and £6.183m reported in September. The reduction reflects improved prescribing forecasts and cost control measures.
- Year-to-date overspend of £2.75m, mainly driven by increased demand and complexity in Care at Home and Adult Care Placements, alongside pressures in Mental Health and Learning Disability services.
- Key cost drivers include:
 - Care at Home overspend of £3.831m due to demographic changes and more intensive packages.
 - Adult Care Placements overspend of £2.057m.
 - Mental Health staffing costs linked to enhanced observations and reduced working week.
 - Prescribing overspend reduced to £56k following market price reductions and efficiency initiatives.
- Prescribing volatility remains a risk, with short-term price reductions easing pressure but potential for sudden increases due to supply chain instability.
- Reserves strategy: While reserves will be used to offset the overspend, reliance on non-recurring funding is unsustainable.
Financial sustainability concerns persist, with the need for recurring savings through the Sustainable Futures programme to address medium-term budget gaps.

3.5 Mid-Year Assessment of Budget Pressures 2025 / 26

This report provided an updated assessment of the financial outlook for the IJB, including revised projections for 2026 / 27 and 2027 / 28. The report outlined:

- Current Position:
 - Projected year-end overspend for 2025 / 26 is £5.053m, improved from the £8.989m forecast in March, mainly due to reduced prescribing costs and cost control measures.
 - Improvement provides short-term relief but does not resolve the underlying structural pressures.
- Medium-Term Financial Outlook:
 - Original cumulative budget gap to 2027 / 28 was £36.6m; revised projections show a reduced gap of £11.765m for 2026 / 27 and £20.117m for 2027 / 28, reflecting updated assumptions on prescribing and savings delivery.
 - Despite improvement, significant recurring savings are still required.
- Key Risks and Assumptions:
 - Prescribing volatility remains the single largest financial risk, with short-term price reductions easing pressure but potential for sudden increases due to global supply chain instability.
 - Future pay settlements exceed original planning assumptions (NHS: 4.25% in 2025 / 26 and 3.75% in 2026 / 27; Local Government: 4% and 3.5%).
 - Uncertainty around future funding allocations, demographic pressures, and inflation.
- Savings Delivery:
 - Phase 3 of the Sustainable Futures programme targets £14.58m savings over 2025/26–2027/28, but delivery risks have increased due to capacity constraints and rising demand.
 - Some approved savings may need rephasing, and additional savings will be required.
- Reserves Position:
 - General reserves stand at £3.854m (1% of net budget), below the 2% policy threshold.
 - Reserves projected to be fully depleted by March 2028, removing flexibility to defer difficult decisions.

- Financial Recovery Considerations:
 - If required, measures could include suspension of development initiatives, vacancy holds, overtime restrictions, and waiting lists - posing risks to service quality, equity, and staff wellbeing.
- Audit Perspective:

External auditors reiterated concerns over financial sustainability and the urgent need for recurring savings or service reductions.

3.6 Sustainable Futures: Programme Update and Proposed Next Steps

This report provided an update on progress with the Sustainable Futures programme and outlined actions to support financial sustainability and longer-term transformation. The report outlined:

- Current Financial Context:
 - Projections for 2026/27 and beyond remain volatile, though recent improvements reflect reduced prescribing costs and management actions.
 - External auditors reiterated concerns over financial sustainability, noting that difficult decisions are required to achieve a balanced budget for 2026/27.
 - Potential shortfall of between £1.87m - £2.06m in 2026/27 savings without corrective measures.
- Savings Delivery Progress:
 - Of the £14.58m savings approved under Phase 3 (2025/26–2027/28), £7.25m of the £7.8m target for 2025/26 has been achieved.
 - Significant risks remain around full delivery of savings linked to care package reviews for older people and those with physical disabilities.
- Re-phasing delivery of Savings:
 - From 2025/26 to 2026/27:
 - Return of Out of Area Learning Disability placements (£187k).
 - Reduction in Enhanced Observations budgets (£216k).
 - From 2026/27 to 2027/28:
 - Care at Home redesign (£292k).
 - Extra Care Housing efficiency (£233k).
- Proposed Short-Term Actions:
 - Develop further recurring savings options for future IJB consideration.
 - Prepare an Integrated Impact Assessment for potential financial recovery.

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- Revisit the eight proposals deferred in September 2025.
 - Identify non-recurring actions to manage demand and spend.
 - Explore opportunities for one-off or recurring funding from partner organisations, Renfrewshire Council and NHS GGC.
 - Progress voluntary redundancy and voluntary early retirement processes.
 - Strengthen oversight through new groups: High-Cost Care Packages Scrutiny Group, Senior Officers Finance Group, and Budget Working Group.
- Foundations for transformation: we continue to undertake scoping and baseline work to inform longer term transformational change, with a focus on prevention and early intervention. A paper will be brought to the January meeting.

Members approved:

- The re-phasing of a sub-set of previously agreed savings.
- Progression of the actions identified to contribute to the IJB's financial sustainability.

3.7 Annual Performance Management Benchmarking Report

Benchmarking helps us understand how we're performing compared to similar partnerships against a range of national indicators. It highlights where we're doing well and where we need to focus improvement efforts, ensuring we deliver the best possible outcomes for our communities.

Overall, this report presented positive performance for the national indicator sets, which is notable given the context of ongoing financial challenges and capacity pressures. There are several areas where Renfrewshire continues to be in the top 3 performing HSCPs amongst our comparator group, this includes:

- Delayed Discharges: Renfrewshire remains among the top performers, with performance over 80% better than the family group average and more than 70% higher than the NHSGGC average.
- Health and Wellbeing: We rank in the top three for indicators such as child and birth healthy weight and food security, supporting our Population Health priorities.
- The proportion of services graded "good" or better in Care Inspectorate inspections has increased from 75.4% to 82.1%.
- More people are spending their final months at home or in community settings, which is evidence of positive interventions from our multi-disciplinary Home First Response Service.

The paper also highlights improvement activities, particularly in relation to Alcohol and Drugs and improving population health.

The benchmarking of our performance is a key part of our improvement work to understand how we are performing, and what improvements can be made. This will remain a core part of our continuous improvement cycle to go alongside the established and agreed IJB Performance Scorecard, as well as valuable local intelligence, which will continue to provide us with evidence and the necessary baseline for ongoing activity around Sustainable Futures and the transformation approach we are developing.

3.8 Chief Social Work Officer Annual Report 2024/25

This annual report provided an overview of statutory social work activity, governance, and priorities for the year ahead. The report outlined:

- **Role and Governance:**
 - The Chief Social Work Officer (CSWO) provides professional advice on social work functions to Renfrewshire Council and the HSCP, with responsibilities spanning children's services, adult social work, and justice social work.
 - Acts as final decision-maker for adoption, fostering, secure care, and mental health guardianship cases, and is a key member of public protection committees.
- **Children and Families Social Work:**
 - Service redesign implemented in November 2024 introduced a new management structure, Initial Response Team, authority-wide Children and Families Teams, Independent Decision Makers, and dedicated Kinship Carer Support.
 - Continued progress on Whole Family Wellbeing and delivery of The Promise, including a five-year review, Promise Keeper Network (330 members), youth-led initiatives, and trauma-informed practice.
 - Child Protection: 389 IRDs involving 636 children; 63 children on the Child Protection Register as of March 2025. Two Learning Reviews completed with improvement plans underway.
 - Looked After Children: 610 children (down 4.7% from 2023), with 68% cared for by birth family or kinship arrangements—significantly higher than national averages.
- **Adult Social Work and Social Care:**
 - 1,525 adult protection referrals; 1,363 inquiries, with 792 using investigatory powers. Mental health and dementia remain the highest-risk groups.
 - Adults with Incapacity: 264 AWI reports requested; CSWO welfare guardianship orders reduced to 102.

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- Mental Health Officer workload remains high, including statutory duties under the Mental Health Act.
- No large-scale investigations in care homes; proactive oversight continues.
- Justice Social Work:
 - Significant increases in diversion from prosecution (+44%), bail supervision (fivefold), and same-day court reports (+62%).
 - 869 Justice Social Work Reports completed; 522 new Community Payback Orders.
 - Service redesign implemented with new senior practitioners and Justice Improvement Framework.
 - Continued focus on trauma-informed practice and women's justice services.
- Inspections and Quality:
 - Care Inspectorate graded Charleston Square supported living service as very good; Beech Avenue improved to good.
 - Joint inspections rated services for children and adults at risk of harm as very good and "sector leading" respectively.
- Workforce and Learning:
 - Ongoing challenges in recruitment and retention; investment in training including child/adult protection, trauma-informed practice, and virtual reality learning.
 - National first-year practice framework implementation proving resource-intensive.
- Resources:
 - Largest expenditure areas: Older People (£88.7m), Learning Disabilities (£40.3m), Children and Families (£36.2m).

Key Priorities for 2025/26:

- Strengthen public protection and early intervention.
- Deliver The Promise and Children's Services Partnership Plan.
- Enhance links between Children's Services and HSCP.
- Embed children's rights and participation.

3.9 Local Child Poverty Action Report 2024/25

Under the Child Poverty (Scotland) Act 2017, local authorities and health boards must publish an annual report outlining actions taken to reduce child poverty and

plans for the year ahead. Our report aligns with the Scottish Government's Best Start, Bright Futures delivery plan, focusing on three themes:

- Supporting parents into work.
- Maximising family incomes.
- Helping the next generation to thrive.

The report highlights the HSCP's leadership in coordinating local action and embedding a public health approach based on prevention, early intervention, and lived experience. Collaboration with partners and the third sector has been central to empowering communities, and to ensure services are designed around what matters most to families.

A few examples of impact:

- Stronger Start: Provides tailored money advice and advocacy helping women maximise income and prevent homelessness. In its first year, 135 referrals led to 98 women receiving advice and families saw financial gains totalling £150,000.
- Thrive Under 5: supports families with young children through practical help (meal packs, pantry vouchers, cooking equipment) and advice on benefits and grants. 42 families participated, with nine achieving a combined gain of £1,700 alongside improved health and wellbeing outcomes.
- Gallowhill Needs Assessment: Over 1,033 residents were engaged using the Place Standard Tool, ensuring lived experience shaped priorities. This work exemplifies a place-based approach and strong partnership working. Phase 2 will be led by Renfrewshire Council, working with CPP and the local community to implement actions

Looking ahead, sustainability is a key concern as many initiatives rely on short-term funding. The HSCP is embedding evaluation to evidence impact, inform future bids, and explore mainstreaming successful approaches. Tackling child poverty remains a core priority for HSCP and aligns with the Population Health Framework 2025–2035, and this work is strengthened through collaboration with CPP to ensure a coordinated, place-based response that maximises resources and delivers long-term impact.

3.10 Renfrewshire HSCP Winter Plan 2025/26

This report outlined preparations to maintain service resilience during the winter period and highlighted key risks and actions. The report highlighted the following activities:

- Context and Approach:
 - Winter planning builds on year-round business continuity work, reflecting persistent pressures rather than seasonal spikes.
 - Plans remain live throughout winter, monitored via a dashboard, and aligned with NHSGGC and Renfrewshire Council resilience arrangements.

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- National Priorities:
 - Scottish Government's 2025 guidance emphasises: person-centred care, strong partnerships, and proven interventions.
 - Five priorities include: prevention and vaccination, care closer to home, maximising system capacity, improving patient flow, and supporting workforce wellbeing.
- Emerging Risks:
 - No additional Scottish Government funding for winter pressures.
 - Ongoing cost-of-living impacts on communities and unpaid carers.
 - Workforce challenges (vacancies, sickness absence), high service demand, and sustainability risks for providers.
 - Potential severe weather, cyber incidents, supply chain disruption, and increased flu/Covid prevalence.
- HSCP Winter Plan Highlights:
 - Service Continuity: Updated business continuity plans; scenario planning for severe weather, infrastructure loss, and supply chain disruption.
 - Vaccination: Delivery of flu and Covid boosters for care home residents, housebound individuals, and staff.
 - Staff Wellbeing: Health and Wellbeing Day held; contingency staffing arrangements; lone working and winter driving guidance.
 - Digital Resilience: Secure data storage, remote working capability, and paper-based backups.
 - Infrastructure: Tender progressing for backup generators in two care homes; alternative accommodation plans in place.
 - System Flow: Continued rollout of Hospital at Home (349 bed days saved to Sept), intermediate care beds live since Sept, and Home First Response Service expansion.
 - Participation in NHSGGC's system reset to free acute capacity.
- Partner Actions:
 - Renfrewshire Council: 'Ready for Winter' communications campaign; delivery of Winter Connections programme (year four).
 - NHSGGC: Virtual Hospital development, Interface Division rollout, and whole-system flow improvements.
- Additional Measures:
 - Support for unpaid carers via Carers Discount Card, winter packs, and wellbeing sessions.

- Public messaging on vaccinations, energy efficiency, and alternative care pathways

3.11 Additional Information - Update on Renfrewshire's Care Home Position

There are 1,418 Care Home places in Renfrewshire and we're currently operating at around 95% capacity. At present, there is sufficient capacity to meet demand. Commissioning staff continue to monitor Care Home capacity on a weekly basis and ensure this information is shared across Senior Management and Operational Leads across the HSCP.

4. Issues for referral to other Standing Committees or escalation to the NHS Board

None.

5. Date of Next Meeting

The next meeting of the Renfrewshire Integration Joint Board will take place on Friday 30 January 2026.