

NHS Greater Glasgow and Clyde	Paper No. 25/108e
Paper Title:	Renfrewshire Integration Joint Board Report
Meeting:	NHSGGC Board Meeting
Date of Meeting:	21 August 2025
Purpose of Paper:	Assurance
Classification:	Board Official
Date of IJB:	27 June 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 27 June 2025 as set out below and seek further assurance as required.

3. Key Items of Discussion

3.1 Appointment of Chief Officer

This report asked the IJB to ratify the appointment of Billy McClean as Chief Officer, noting that he will be a member of the Integration Joint Board effective from 11 August 2025. Members of the IJB expressed their sincere thanks to Carron O'Byrne for her commitment and impact made during her time as Interim Chief Officer.

Members ratified the appointment of Billy McClean as Chief Officer.

3.2 Chair and Vice Chair of the IJB and the IJB Audit, Risk and Scrutiny Committee and Membership Update

This report set out a number of changes to membership of the IJB that will come into effect for the next IJB meeting in September 2025. These are:

- Margaret Kerr will be appointed as Chair of the Renfrewshire IJB from 15 September 2025 for a period of two years with Councillor Adam being appointed as Vice Chair of the IJB from 15 September 2025 for a period of two years.
- Mark Halliwell resigned his position as the unpaid carer representative on the IJB as of 30 June 2025 and that Willie Paton, Mark's proxy, would attend meetings of the IJB on an interim basis until the recruitment process had been undertaken.
- Lynda Greig, had replaced Wilma Matheson as the service user residing in Renfrewshire as a non-voting member on the IJB for a period of three years;
- NHS Greater Glasgow and Clyde nominated Cath Cooney to sit on the IJB Audit, Risk and Scrutiny Committee in place of Margaret Kerr, and would also be nominated as Vice Chair of the Committee for a period of 2 years with Lisa Marie Hughes assuming the role of Chair.

3.3 Chief Officer's Report

This regular report to the IJB provided a further update on the wide range of local operational and national developments since the last meeting of the IJB. At Friday's meeting, Carron O'Byrne outlined:

- Renfrewshire's continuing good performance in relation to delayed discharges.
- An update on Primary Care and the PCIP 8 update submitted to the Scottish Government.
- An update on recent CAMHS performance.
- Further information on forthcoming vaccination programmes.
- The Scottish Government's Programme for Government and the NHS Operational Improvement Plan which focuses on improving access to treatment, shifting the balance of care, improving access to health and social care services through digital and technological innovation, and prevention. The Scottish Government have also recently published a new Population Health Framework, Health and Social Care Renewal Framework and Public Sector Reform Framework which will now be reviewed.
- The recommendations arising from Audit Scotland's briefings on Local Government and on General Practice.
- The agreed NHS Agenda for Change pay award.

Differently to usual versions of this report, IJB approval was also sought for a review and refresh of Renfrewshire's Unpaid Adult Carers Strategy, to reflect that the priorities of the current Strategy remain relevant and that there are a range of wider policy developments where further clarity is required. This extension would also enable the Strategy to continue to be aligned with the lifespan of the refreshed Strategic Plan 2025-27 covered later in the meeting.

Members approved:

- A review and refresh of the unpaid adult carers strategy.

Members noted:

- The local and national operational and policy updates provided.

3.4 Financial Report 1 April 2024 to 31 March 2025

This report provided details for members of the IJB on the Integration Joint Board's year end position, which showed an overspend of £3.979m prior to any reserves being drawn down. This was an improved position and a welcome update from the original forecast overspend of £10.7m which reflects the impact of several focused pieces of work and actions put in place by the Senior Management Team during 2024/25. Approval was also sought for the transfer of funds to earmarked reserves and the repurposing of reserves, which is described in more detail within the paper.

Members approved:

- The proposed transfers to Earmarked Reserves.
- The repurposing of reserves requested.

Members noted:

- The year-end financial position for 2024/25.
- The use of earmarked reserves to deliver a breakeven position.

3.5 Unaudited Annual Accounts 2024/25

Each year, the IJB's accounts must be submitted for audit by 30 June. IJB members considered a copy of the IJB's Unaudited Accounts for 2024/25 for approval prior to their submission by this year's deadline of 30 June 2025. Once approved, the Unaudited Accounts and associated working papers are passed to the external auditor (Ernst & Young) for their review. Their report on the Accounts will be submitted to a future meeting of the IJB Audit, Risk and Scrutiny Committee for consideration prior to the audited accounts being presented to the IJB for approval in September 2025, in line with the statutory deadline.

Members approved:

- Subject to Audit, the Annual Accounts for 2024/25

Members noted:

- That Ernst & Young will endeavour to complete the audit of the Annual Accounts to enable the timescales set out within the paper to be met.

3.6 Sustainable Futures: Update on Programme Activity

This report provided a further update to IJB members on progress being made within the Sustainable Futures programme, with work continuing to develop a range of Integrated Impact Assessments. A number of these assessments consider the impact of savings proposals where further service model design and engagement has been required, with public engagement having been carried out in June. While some staff have attended these events, staff engagement in relation to specific proposals is also continuing. The feedback received will be used to inform the development of final versions of these impact assessments.

More widely, the report also provided an initial update for the IJB on early planning by the HSCP's Senior Management Team for the development of an approach to transformation of HSCP services which will sit alongside the Sustainable Futures programme. This planning will also take into account the increasing focus on service reform and transformation at a national level, and the ongoing planning activity undertaken by NHSGGC and Renfrewshire Council.

Members noted:

- The update provided on programme activity being progressed;
- The approach to public engagement on draft Integrated Impact Assessments;
- The updated view of programme risks provided; and
- The initial update provided on transformation considerations and the development of a programme of transformational change aligned to Sustainable Futures and planning being undertaken nationally and by partners.

3.7 Annual Performance Report 2024/25

This paper, and the Annual Performance Report, provided an overview of the Health and Social Care Partnership's (HSCP's) overall performance against both the objectives in the Strategic Plan 2022-25 and 2024/25 Performance Scorecard. The full Performance Scorecard for the year was also provided as an appendix within the APR. This measures performance against the nine National Health and Wellbeing Outcomes; Ministerial Strategic Group indicators; and local key performance indicators. A six-year comparison of Renfrewshire's performance against the National Core Integration Indicators was also provided as an appendix to the report.

This year's APR reflects the HSCP's strong performance within a significantly challenging environment. It highlights many of the HSCP's positive achievements against performance indicators and the delivery of the final year of the Strategic Plan. Supporting case studies also provide real life examples of the contribution our services and staff have made to supporting the people of Renfrewshire.

Members approved:

- The draft Annual Performance Report 2024/25

Members noted:

- The updated draft Performance Scorecard for 2025/26 will be presented to the IJB for approval at the meeting on 19 September 2025.

3.8 Refreshed Strategic Plan 2025-27

Following the IJB's consideration of a draft refreshed Strategic Plan in January this year, HSCP officers have undertaken a formal consultation process to gather feedback on the draft Plan. Following this process, the proposed Plan was updated and brought to this meeting of the IJB for final consideration by members.

The IJB received a report which set out a summary of the feedback received and where this has been reflected within the refreshed Strategic Plan 2025-27. Of particular note is the increased focus on system-wide and digital transformation, and the enhanced reflection of the IJB and HSCP's focus on keeping people at risk from harm safe and protected.

This updated Strategic Plan will now act as a 'bridging plan' to a longer-term Plan from 2027 onwards which will have a great focus on transforming our services and embedding innovation to ensure that services remain sustainable and fit for the future. In addition, the report highlighted changes that have been made to the IJB's Medium-Term Financial Plan to reflect changes to the themes within the Strategic Plan over the last few months. It was also noted that a delivery plan for 2025-26 will be submitted to the IJB for consideration in September.

Members Approved:

- The final version of the refreshed Strategic Plan 2025-27, reflecting the feedback received during the formal consultation period.
- An updated Medium-term Financial Plan 2025-28 which reflects changes made within the refreshed Strategic Plan.

Members noted:

- A Strategic Delivery Plan for 2025-26 will be submitted to the IJB for consideration in September 2025.

3.9 Annual Update on the Delivery of NHSGGC Primary Care Strategy 2024/29

NHSGGC's first Primary Care Strategy (2024-29) was approved by the NHSGGC Board on 30 April 2024 and was subsequently taken to Renfrewshire IJB on 28 June 2024. This report noted that reasonable progress has been made in putting place arrangements to deliver on the Strategy and starting to deliver on the agreed actions.

However, the report also identified a number of challenges have been identified which might impact on delivery of the Strategy. These include, but are not limited to, the scale of the Strategy's ambition; the level of resource in place to support delivery; and delays in national programmes.

Reflecting this, the report noted that a refreshed implementation Plan for the Strategy will be submitted to the NHSGGC Corporate Management Team in September and in the next year two supporting strategies will be developed: (i) Optimising our Primary Care Workforce Strategy; and (ii) a five year Communications, Engagement and Health Literacy Strategy.

Members noted the progress made against the Primary Care Strategy 2024-2029 and the plan set out for delivering key actions over the next 12 months.

3.10 NHSGGC Unscheduled Care Transformation Plan Investment

This report provided an update to IJB members on work that has been ongoing with partners across NHSGGC since November 2024 to develop a whole system plan to improve acute unscheduled care performance, specifically with focus on reducing unplanned emergency department (ED) presentation, admission and delayed discharges from hospital.

Following the submission of initial proposals in December 2024, subsequent negotiations have resulted in final proposals and outline funding of £20.9m across NHSGGC being agreed by the Scottish Government. This funding is subject to a number of conditions which must be met before the funding is made permanent.

Renfrewshire's share of the funding is just under £577,000 for an initial 12 month period with a focus on expanding intermediate care with the establishment of 5 beds and

expansion of the Home First Response Service (HFRS) to a 7-day model, alongside the separate development of a Hospital at Home service in Renfrewshire.

Members:

- Approved the proposed investment in unscheduled care activity.
- Noted that a further report would be brought to the IJB at a future meeting should the funding be made permanent.

3.11 Renfrewshire IJB Audit, Risk and Scrutiny Committee Annual Report 2024/25

This report provided a summary of the work of the IJB's Audit, Risk and Scrutiny Committee undertaken during 2024/25. This was the first report of this kind submitted to the IJB, which was developed in response to recommendations arising from the completion of the Chartered Institute of Public Finance and Accountancy (CIPFA) self-assessment for Audit Committees, which was considered by the IJB on 26 January 2024. The report provided a retrospective overview of the Committee's activity over the period 1 April 2024 to 31 March 2025 and forms part of the IJB's wider corporate governance framework, supporting transparency, accountability, and continuous improvement in the governance arrangements of the IJB.

Members approved this report.

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 19 September 2025.