

NHS Greater Glasgow and Clyde	Paper No. 25/11
Paper Title:	Renfrewshire Integration Joint Board Report
Meeting:	Board Meeting
Date of Meeting:	25 February 2025
Purpose of Paper:	For Assurance
Classification:	Board Official
Date of IJB	13 December 2024
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) meetings that took place on [13 December 2024](#).

2. Recommendation

The NHS Board is asked to note the key items of discussion at the recent meetings of the IJB as set out below and seek further information, or assurance, as required.

3. Key Items of Discussion

- **Chief Officer's Report**

The IJB noted key developments and operational activity since the last IJB - and additional policy developments that the HSCP is building into future workplans, strategies and action plans.

Key areas of activity that were highlighted at the meeting include:

- **Delayed Discharge Performance**
Renfrewshire continues to perform extremely well with only 13.8 delays per 100k adult population as of 15 November 2024. Renfrewshire also has the

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lowest level of delays across Scotland and is in the 'Low' Category with no performance improvement required, other than sustaining current performance.

- **Joint Inspection of Adult Support and Protection in Renfrewshire**
On 18 November 2024, at the request of Scottish Ministers, the Care Inspectorate (CI), His Majesty's Inspectorate of Constabulary in Scotland and Healthcare Improvement Scotland informed RHSCP and Renfrewshire Council
That a joint inspection of adult support and protection arrangements will be undertaken in the Renfrewshire partnership area. This commenced on 2 December 2024, following an interruption to the initial joint inspection in 2020 due to Covid-19, and will conclude in February 2025. The final report will be published in March 2025.

The Chief Officer's Report also provided updates on the following topics:

- Joint Inspection of Services for Children and Young People at Risk of Harm in Renfrewshire
 - Carer Support Payment
 - Equality and Human Rights Commission (EHRC) – Compliance
 - National Care Service Progress Update
 - Audit Scotland Publication: Fiscal Sustainability and Reform in Scotland
 - Scottish Government and COSLA Population Health Framework
- **Financial Report 1 April to 31 October 2024**

This report advised Members of the Revenue Budget position at 31 October 2024, and the projected year end position for the year ending 31 March 2025.

It was noted during the meeting that the recent Scottish Government budget statement is unlikely to improve the IJB's overall financial position – given the impact of the increased costs associated with the UK National Insurance threshold and percentage changes. However, it was also noted that the current projected year-end outturn is an improvement on the original forecast overspend. This was down to the impact of several focused pieces of work and actions put in place over recent months to protect the IJB's reserves.

Members noted:

- the in-year position at 31 October 2024.
- the projected year-end position for 2024 / 25.
- the In-Year Management Action in place to reduce 2024 / 25 Projected Spend.
- the impact of the reduction in the Enhanced Mental Health Outcomes funding on each of the programmes.

In addition, Members approved the proposed funding arrangements to deliver the Enhanced Mental Health Outcomes programmes in 2024 / 25 - and noted that an action plan to reduce Enhanced Mental Health Outcomes Framework programmes for 2025 / 26 will be brought back to the IJB for approval to ensure spend is contained within the financial envelope now provided.

Finally, Members approved an admin resource of 14.48 FTE and associated budget transfer of c£521k (pending pay award) to the SCS hosted by East Dunbartonshire IJB, from 1 January 2025.

- **Annual Performance Management Benchmarking Report**

This report updated members on performance benchmarking against national indicators and highlighted work underway locally to improve outcomes and performance. The indicators presented are the core set of 20 measures that the Scottish Government use to assess performance for all HSCPs.

The overall performance for Renfrewshire for these indicators was fairly static, with little changes from the previous year. There are some areas where the performance is the highest amongst our comparator group, but also areas for improvement that are outlined in the paper.

Members noted the content of the report - and that interpretation of the nationally set indicators is limited given the data that is used for most of the indicators remains affected by the COVID pandemic, and there are also issues with data completion and inconsistency in its publication.

- **Joint Inspection of Adult Support and Protection in the Renfrewshire Partnership Area**

This report advised Members that the Care Inspectorate, His Majesty's Inspectorate of Constabulary in Scotland and Healthcare Improvement Scotland have formally notified Renfrewshire HSCP and Renfrewshire Council that they will undertake a joint inspection of adult support and protection arrangements in Renfrewshire. The Inspection began on 2 December 2024 and the report outlines the preparation underway, the key dates and the local governance arrangements.

Members Noted the information within the report and agreed regular updates will be provided to the IJB on inspection progress.

- **Local Child Poverty Action Report 2023 / 24**

This statutory report described measures taken during the reporting year within the local area that reduce child poverty or improve outcomes for children living in poverty. It also described planned, and proposed future actions - and included examples of local activities, including:

- Healthier Wealthier Children - our local pre-five money and debt advice pathway.
- Stronger Start – which provides advice and advocacy during pregnancy for women with complex needs.
- Community Needs Assessment: Gallowhill - a Community Needs Assessment in Gallowhill - the area with the highest rates of child poverty in Renfrewshire.
- Thrive Under 5 - a whole system, community food nurturing approach with the families of pre-school children.

Members noted and approved the content of the Local Child Poverty Action Report 2023/24.

- **Renfrewshire HSCP - Winter Plan 2024 / 25**

Each year Renfrewshire HSCP proactively develops plans to ensure the resilience of critical services over the winter period. This process reflects and builds upon our increased focus on year-round business continuity activity.

Our planning this year once again focuses on identifying further actions which are needed to protect service provision during this period across our internal and hosted services. We have worked closely with partner organisations to ensure alignment across our respective winter plans, in line with national priorities. The plan also reflects local learning from last winter and the HSCP's current risk and issue context.

Members noted the content of Renfrewshire HSCP's Winter Plan 2024 / 25 - and that ongoing review and enhancement of service business continuity plans continues to strengthen our level of preparedness for all potential scenarios throughout the year. It was also noted that it will remain a live document to respond to changing circumstances throughout the winter period.

- **Chief Social Work Officer Report 2023 / 24**

The Chief Social Work Officer (CSWO) provides an update report to Renfrewshire Council and the IJB in the Autumn of each year. In this report the CSWO has identified key priorities for the year ahead:

- Continue to effectively discharge our public protection role and working closely with partners to ensure that vulnerable children and adults live as safely as possible within local communities.
- Strengthen the approach to supporting children and families in the community through the implementation of the Children's Service Partnership Plan.
- Support the delivery of the Promise in Renfrewshire.
- Support the Council to deliver on the corporate and community priorities
- Continue to ensure strong and positive links between Children's Services and Renfrewshire HSCP.
- Ensure that the voices of children and young people are heard and included, in accordance with the United Nations Convention on the Rights of the Child (UNCRC)
- Refresh our Equally Safe Strategy, underpinning our commitment to eradicating violence against women and girls and providing safety for all.

Members noted these activities and acknowledged the commitment of social work staff in the consistent delivery of quality frontline services. It was also noted that the report was presented to the meeting of Renfrewshire Council on 26 September 2024 and has been submitted to the Office of the Chief Social Work Advisor at the Scottish Government.

- **Public Bodies Climate Change Duties Annual Compliance Report**

All IJBs are required to prepare an annual report on compliance with climate change duties. Renfrewshire submitted a draft report to the Sustainable Scotland Network for the 30 November 2024 deadline, noting that it was subject

to IJB approval. This report asked Members for their approval for finalisation of the Public Bodies Climate Change Duties Annual compliance report.

The report highlighted the activity embedded within our local plans and taking place locally against a range of key themes, including how we address, where possible, issues relating to 'clean energy', 'sustainable transport', 'circular economy', 'connected communities' and 'resilient place'.

Members approved the content of the compliance with climate change report.

- **Sustainable Futures: Update on Survey and Focus Group Engagement**

At the IJB meeting in September 2024, Members agreed the proposed approach to the next phase of engagement on the Sustainable Futures programme. Our approach involved include two strands:

- a public engagement survey.
- focus groups using the HSCP's existing Care Planning Group structures.

This report provided an update on the findings of the engagement carried out so far.

In summary, the engagement process went well, with a good response to the public survey (376 responses). Participants within the focus groups have also provided positive feedback on the approach taken, with several noting that the additional breakdown of budgets and key challenges facing the IJB provided had enabled them to have a clearer understanding of the scale of the challenge and its potential impact.

The feedback from the survey and focus groups have provided an understanding of the key themes which are important to people. However, a range of views exist and are often competing. In addition, there was limited specific savings opportunities identified through this engagement and the HSCP's Senior Management Team (SMT) has been required to identify a list of specific ideas for the IJB's consideration.

The HSCP has further engaged with Healthcare Improvement Scotland (HIS) to provide an update on the process followed. HIS colleagues provided positive feedback, and it was agreed to consider opportunities to use Renfrewshire's approach as a case study of good practice.

Alongside this paper, the HSCP is currently developing a more detailed report of the feedback received through the engagement carried out to date. This will be published on the HSCP's website once finalised.

Members noted the summary findings from the engagement carried out to date and that the HSCP will publish an analysis of the engagement findings on its website.

- **Sustainable Futures: Savings ideas for IJB consideration**

This paper provided an update on the work undertaken to progress the Sustainable Futures programme following the IJB's previous meeting in September. In particular, the paper focuses on the savings ideas which have been identified to date to contribute towards the agreed target of 10% savings against the IJB's influenceable budget.

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Within the meeting, there was agreement from all Members that no one wanted to be in this position - and general acknowledgement that the impact of the proposals would have a detrimental effect on people across Renfrewshire, including HSCP staff, service users, carers and family members.

A motion was put forward, which asked Members to: “Note the savings proposed, agree that these proposals are put on hold until such time as the Scottish Government's budget process is concluded. And add that the proposed savings are sent to the Scottish Government finance and health secretaries for their information. Officers will also write to emphasise that these possible savings are as a result of the financial situation Renfrewshire IJB is in. Furthermore we ask that more money is found to protect these services that vulnerable people and their families depend on.”

During the debate that followed, it was raised that, due to the extremely challenging financial environment the IJB is currently facing, a delay to taking these savings proposals forward to their next stage could result in worse outcomes for local people. As a result, no seconder for the motion came forward and it was therefore not considered by voting members.

During the meeting, Members:

- Noted the current 10% savings target identified against influenceable spend, and the exceptions to this set out in Section 5.
- Approved the savings set out in Section 7, and note that the Senior Management Team will manage the implementation and monitoring of these through existing operational governance arrangements within the HSCP.
- Agreed that the other savings ideas identified in Section 8 be further developed and, where appropriate engaged on, with a view to bringing back more detailed impact assessments (including engagement feedback) to the IJB at future meetings, for consideration by the Board.
- Agreed that, reflective of the IJB's financial position, the HSCP will continue to review the current eligibility criteria policy, the impact of moving to critical eligibility only (as described in Section 9) and will, where appropriate or necessary, bring forward specific proposals to a future IJB meeting.
- Agreed that officers will explore the appropriate use of Renfrewshire Council's VR / VER policy to support the delivery of a number of saving ideas presented, and use reserves to cover the non-recurring element of any packages agreed (Section 10).
- Noted the next steps and associated risks and challenges for progressing savings as set out in Section 11.

These approvals mean the HSCP will begin work in January on those savings which have been agreed by the IJB for implementation. Senior managers will work with HSCP staff, staff-side and trade union representatives to confirm the details of these.

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In addition, the other savings ideas identified in Section 8 will be further developed - and we will engage with key stakeholders, where appropriate, to inform the development of more detailed Integrated Impact Assessments.

The period of engagement is currently being developed and will begin January 2024. Christine will keep you updated with information on this engagement as details evolve

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

There were no issues for referral or escalation to other Standing Committees or the NHS Board.

5. Approved Minutes from IJB Meeting held on 30 June 2023

At the December meeting, the minute of [25 September 2024](#) was approved. The minute from the December meeting will be discussed in January 2025.

There is a full history of IJB meeting papers and agenda's available on our website – [Renfrewshire IJB Meetings](#)

6. Date of Next Meeting

The next meeting of the Renfrewshire IJB will take place on 24 January 2025, with an update report due to be submitted to the February 2025 meeting of the NHSGGC Board.

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1. Purpose of Paper

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2. Recommendation

The NHS Board is asked to note the key items of discussion at the recent meetings of the IJB as set out below and seek further information, or assurance, as required.

3. Key Items of Discussion

To begin this meeting, the Chair highlighted that this would be the final IJB meeting with Christine Lavery acting as HSCP Chief Officer. Christine has been appointed as the new Chief Officer at Edinburgh HSCP and will leave Renfrewshire at the end of February.

- **Membership of Integration Joint Board Audit, Risk & Scrutiny Committee**

Renfrewshire Council decided on 12 December 2024 that Councillor Jacqueline Cameron would replace Councillor Fiona Airlie-Nicolson as a voting member on the IJB from 1 January 2025.

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In 2016, the IJB established an Audit, Risk & Scrutiny Committee, which it was agreed should comprise of two voting members from the Health Board, two voting members from the Council and two members from the non-voting membership.

Councillor Fiona Airlie-Nicolson was one of the Council voting members on this Committee. With this recent change to IJB membership, voting members were invited to nominate one of their number to sit on the Audit, Risk & Scrutiny Committee replacing Councillor Airlie-Nicolson.

Councillor Jacqueline Cameron was nominated - and it was agreed that she would replace Councillor Airlie-Nicolson on the Audit, Risk & Scrutiny Committee.

- **Chief Officer's Report**

The Chief Officer's Report provides an update on key developments and operational activity since the previous IJB meeting. However, not included within the report, Christine highlighted a couple of recent developments that members should be aware of.

These were an operational update to provide reassurance that essential HSCP Services were continuing to be delivered during the red weather warning conditions – and wanted to thank HSCP staff for their commitment during this period.

In addition, on the day before the meeting, the Scottish Government announced further changes to the National Care Service Bill, which had been paused for further consideration in November 2024.

At Friday's meeting, Christine highlighted a couple of key service updates from the report, including:

- Renfrewshire's continuing good performance in relation to delayed discharges.
- It was noted that good progress was being made on Renfrewshire's Hospital at Home initiative and that the first patient had recently been discharged to its care.
- In Renfrewshire, Community Link Worker resource is aligned to all GP Practices locally. This is a procured service and the current contract to support delivery of the service was due to end at the end of March 2025. It was noted that, following a detailed tender process, We are With You has been named as the successful bidder and the contract award has been confirmed following the mandatory standstill period.
- It was noted that, following a recruitment process, Fraser McJannett has been named as the preferred candidate to take up the position of Director of Primary Care Services across NHS GGC. It is anticipated that Fraser will take up this post in March 2025.

The Chief Officer's Report also provided updates on the following topics:

- Carers Census 2023/24

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- Audit Scotland publication - NHS in Scotland 2024: Finance and Performance
- Audit Scotland publication - Public service reform in Scotland: how do we turn rhetoric into reality?
- Local Government Information Unit (LGIU): State of Local Government Finance Scotland report

Members noted the full range of key HSCP and national policy updates provided.

Financial Report 1 April to 30 November 2024

This report advised Members of the Revenue Budget position at 30 November 2024, and, the projected year end position for the year ending 31 March 2025. It was noted during the meeting that, as part of the Annual Accounts process for 2023 / 24 a contingent liability was included reflecting the backdating of the increase to Care at Home staff and senior post grades to 1 April 2020. Overall the report describes an improved position, mainly due to HSCP Senior Management's actions to reduce spend wherever possible.

Members approved:

- The drawdown of general reserves to fund the backdating of the increase to Care at Home staff grades.
- The use of general reserves to fund the remaining costs associated with the backdating of the increase to Care at Home staff grades: for staff that not currently in post who may yet submit a claim; and costs associated with the senior post regrade.

Also noted was:

- The in-year position at 30 November 2024.
 - The projected year-end position for 2024 / 25.
 - The In-Year Management Action in place to reduce 2024 / 25 Projected Spend.
- **Sustainable Futures: Phasing of Upcoming Programme Activity**

This paper follows up on the recommendations agreed in December in relation to the Sustainable Futures Programme. Since December, the Senior Management Team (SMT) have considered next steps, taking account of the scale and breadth of the savings activity needed within the current challenging operating context, and importantly, the desire to sustain current strong performance where possible.

As a result, this report set out a recommended approach in which Sustainable Futures activity would be phased over the coming months. This approach was developed to help support the effective delivery of agreed savings, alongside balancing wider demand and capacity pressures.

It would also support the next stage of engagement activity to be undertaken - which we have been discussing with Healthcare Improvement Scotland (HIS), to consider how we can align with the principles set out in 'Planning With People' guidance.

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The report went on to highlight the following proposed activity:

- Those savings which can be implemented without further design work will be completed by the end of March 2025, enabling full year savings to be delivered.
- For the savings agreed by the IJB which require further design of internal service structures in collaboration with staff, HR, staff-side and trade union colleagues, revised service models will be designed with a target of these being agreed between June and September 2025.
- The savings ideas which the IJB agreed should be further developed and engaged upon will have draft Integrated Impact Assessments developed by the end of April 2025 to inform a period of engagement with key stakeholders in May and June 2025. The feedback received during this engagement will be reflected in final proposals and updated Integrated Impact Assessments which will be submitted to the IJB for further consideration at its scheduled meeting in September 2025.
- The HSCP will continue to assess any need for, and the impact of, moving to critical only eligibility for new packages of care. As this is an ongoing review, no date has yet been set to submit specific proposals for consideration. These will be brought forward as appropriate and necessary.
- Discussion have progressed with the Council's HR team, in relation to the agreement in December to explore the appropriate use of Renfrewshire Council's Voluntary Redundancy / Voluntary Early Retirement policy. To further explore the potential level of interest amongst staff, the SMT has agreed that a letter will be issued in due course to applicable Council staff so they can register interest. This outcome of this exercise will be assessed alongside the wider programme activity and brought back to the IJB for their consideration.
- Finally, it will be necessary for the IJB to consider additional savings ideas and proposals to address the continued projected financial gap in later financial years. As a result, the HSCP will continue to identify savings ideas for the IJB's consideration with a further set of proposals to be submitted for the IJB's consideration at its meeting in September 2025.

Members noted:

- The phased approach to delivering the savings agreed by the IJB in December 2024, and further developing and engaging upon savings proposals in line with the IJB's decision-making.
- The next steps identified for the programme.

Refresh of the IJB's Strategic Plan: Draft and Consultation Plan

IJB Members agreed in June last year that we would work to review and refresh the IJB's existing Strategic Plan for a further two years. Since then, we have assessed the current Strategic Plan and worked with partners in the IJB's Strategic Planning Group (SPG) to identify refinements to the current themes and objectives. This has resulted in a range of proposed updates being made to the plan, which have been more significant than initially envisaged.

The updated draft of the refreshed Plan was included as part of this report, as was a proposed consultation plan for Members' consideration.

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During the meeting, the report received positive feedback from Members in relation to its readability, use of data to inform activities, partnership working and our more focused / targeted approach. Housing was also mentioned as a key factor and the Housing Contribution Statement was highlighted as a positive piece of work.

Members Approved:

- The consultation draft of the Strategic Plan.
- The consultation plan to be taken forward.

Also noted was:

- The process followed to refresh the IJB's Strategic Plan.
- The key changes outlined and contained within the draft Plan.

As a result of these approvals, consultation plans will be updated, and details will be shared with you and all prescribed consultees as soon as possible.

Performance Management Mid-year Report 2024/25

This paper updated Members on mid-year performance for April to September 2024, with a full update to the scorecard attached to show in-detail progress since the end of year 2023 / 24.

An error was highlighted in the report for one indicator: Number of new Adult Carers supported by Renfrewshire Carers Centre. This is now in green status instead of red, and on track to be above the target set.

Reflecting this change, the overall position of the scorecard indicates a better than reported improvement from the 2023 / 24 year-end position, with a 15% reduction in red status indicators and an increase of 13% of indicators in green status. While this is positive, there are a couple of points to note:

- Only 29 of the 50 indicators have targets and these are RAG rated to show progress, with the others noted for information only.
- It is important to exercise caution at this stage as existing pressures can often be exacerbated over the winter period and may impact performance in early 2025.
- The wider financial and resource pressures facing the IJB make sustaining performance going forward exceptionally challenging.

As part of our commitment to continuous improvement, we plan to review and refine the performance framework in the coming months - in particular, to consider how it can align with the Sustainable Futures programme. It is recognised that further development of robust performance information could better assist decision making, such as how best to target / prioritise resources, and to understand the impact of changes agreed i.e. service redesign.

Members approved the mid-year report and noted that the end of year scorecard will be presented as part of the Annual Performance Report at June's IJB Meeting.

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

There were no issues for referral or escalation to other Standing Committees or the NHS Board.

5. Approved Minutes from IJB Meeting held on 30 June 2023

At the January meeting, the minute of [13 December 2024](#) was approved. The minute from the January meeting will be discussed in March 2025.

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6. Date of Next Meeting

The next meeting of the Renfrewshire IJB will take place on 21 March 2025, with an update report due to be submitted to the April 2025 meeting of the NHSGGC Board.