

NHS Greater Glasgow and Clyde	Paper No. 26/28
Paper Title:	Standing Committee Chair's Board Report
Meeting:	Board Meeting
Date of Meeting:	26 February 2026
Purpose of Paper:	Assurance
Classification:	Board Official
Name of Reporting Committee:	Renfrewshire Integration Joint Board
Date of Reporting Committee:	30 January 2026
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, 30 January 2026 as set out below and seek further assurance as required.

3. Key Items of Discussion

3.1 Membership Update

This paper highlighted that Mark Halliwell was named as proxy for Willie Paton as the IJB Carers' Rep (unpaid carer residing in Renfrewshire).

3.2 Patient/Service User Story/Presentation

At each IJB meeting, we aim to share a story that highlights the difference HSCP services can make to the people of Renfrewshire. The Chief Officer introduced the second of these stories, which this time featured Ann. Ann agreed to share her

experience of the Hospital at Home Service, which is a short-term, targeted intervention providing a level of acute hospital care in an individual's own home that is equivalent to hospital. This is a great example that not only demonstrates the benefits of the Hospital at Home Service, but also shows how in times of need, different services across the system work in harmony to protect the most vulnerable people in our communities.

I would like to extend my sincere thanks to Ann for sharing her experience with us.

Watch the recording here: [Hospital at Home Service](#)

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 noted at the meeting:

- The Chief Officer began by congratulating Pauline Robbie and Fiona Ralph who have been appointed into the permanent roles of Head of Community Health and Care and Chief Nurse respectively.
- The Chief Officer continues to undertake regular site and service visits across the HSCP to support leadership visibility and engage directly with staff and managers. In December, visits were made to Primary Care Support and GP Out of Hours, bringing his coverage across teams to around the 90% mark.
- **Winter Planning:** In line with Infection Prevention and Control guidance issued in December 2025, the HSCP continues to emphasise individual responsibility for people wearing masks as and when appropriate.
- **NHSGGC System Reset:** The NHSGGC-wide winter “system reset” between November and December helped stabilise performance during high flu activity. The System Reset involved senior leaders working with our Interface Division, acute colleagues, HSCP staff and the Integrated Discharge Teams with one focused objective - to reduce demand on our hospitals and free up capacity. A second reset began on 17 January 2026, with Renfrewshire continuing to contribute to safe admission avoidance and timely discharge. Workforce resilience remains a key risk and is being closely monitored.
- **Care at Home Inspection:** The Care at Home service achieved Very Good (5) and Good (4) grades following a planned Care Inspectorate inspection. This provides independent assurance of the quality of care and outcomes being delivered for people supported by the service. Staff were commended for their commitment, and a detailed report will go to the IJB's Audit, Risk and Scrutiny Committee for consideration.
- **Transformation and Savings:** The HSCP has begun its development of a longer-term transformation approach, building on national reform frameworks and local strategic priorities. Early engagement activity has taken place with key partners and governance groups, including the Strategic Planning Group, Extended Senior Management Team and IJB, to test emerging thinking, align priorities and inform the development of building blocks for transformational change.

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- **Delayed discharges:** Renfrewshire is still in the low category and continues to perform extremely well with the latest monthly reporting for November 2025 showing a rate of 80.3 per 100,000 population for Standard Delays, and 641.1 Standard Delays per 100,000 for the financial year to date (Apr-November). This is 29.5% lower than the same period the previous year and is the lowest rate in Scotland.
- **Hospital at Home:** Since launching in May 2025, the Hospital at Home pilot has supported 91 patients, saving 605 acute bed days with an average length of stay of 5.8 days. Building on this pilot, a joint proposal was developed by Renfrewshire, East Renfrewshire and East Dunbartonshire HSCPs with NHSGGC. The proposal is based on a hub and spoke model, with each HSCP responsible for delivering the staffing and resources required to support an agreed maximum number of Hospital at Home beds within their local area.

Key national updates included:

- Extension of IJB Voting Rights: Following a period of engagement and public consultation, draft regulations have been published to enable service user, unpaid carer and third sector representatives to vote at IJB meetings, with implementation anticipated from September 2026.
- The new National Social Work agency will launch in spring 2026 to strengthen national leadership, workforce planning and professional standards.
- In December 2025, NHS Lanarkshire started the phased rollout of the new national digital health and social care platform MyCare.scot. A national roadmap is expected in March 2026, with future functionality spanning health records, communications and service navigation.
- In December 2025, Audit Scotland published the annual NHS in Scotland 2025 report. The report states that despite increased funding and workforce growth, the NHS in Scotland remains financially unsustainable. The report highlights persistent pressures on performance, workforce productivity and waiting times, alongside continued reliance on short-term financial measures.
- The State of Caring Report 2025 highlights a deepening crisis for Scotland's unpaid carers. It highlights that every day almost 100 people in Scotland become unpaid carers providing more care with less support, facing financial insecurity, deteriorating health and restricted life opportunities.
- COSLA has launched a national campaign calling for fair, sustainable and multi-year funding for local government through the forthcoming Scottish Budget, highlighting significant pressures from rising demand, inflation and workforce challenges.
- A Scottish Government consultation proposes extending FOI duties to private and third-sector care providers; this has implications for local commissioning and contracts.

Members noted:

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

3.4 In-year Budget Monitoring Report

The report outlined an improvement in the HSCP's financial position, with the projected year end overspend now £3.255m, lower than the original £8.989m forecast and £1.8m better than the position reported at the end of September.

This improvement is largely due to further reductions in prescribing costs, supported by favourable market conditions and local efficiency work, alongside underspends in employee costs driven by ongoing vacancy management.

However, significant pressures remain across Adults and Older People, Mental Health and Learning Disabilities services, where increasing levels of need, high cost care packages and the complexity of care at home continue to drive expenditure. Prescribing, while improved, remains volatile and costs may be subject to increases.

Although the improved outlook for 2025 / 26 is welcome, the report emphasised that the financial context remains extremely challenging. The IJB continues to rely heavily on reserves to manage in year pressures - a position that is not sustainable beyond the short term. Once reserves are depleted, the IJB will lose flexibility in managing financial risk and fall below its IJB approved 2% reserves threshold. Work is underway to assess the implications for 2026 / 27, with further detail to be brought to the IJB meeting in March.

Members Noted: The in-year position at 30 November 2025 and the projected year-end position for 2025/26

3.5 Sustainable Futures: Programme Update and Proposed Next Steps

This Sustainable Futures papers focused on three key areas:

Voluntary Redundancy / Voluntary Early Retirement (VR / VER)

Members noted that all posts under consideration for release have been reviewed by the HSCP's SMT to determine whether, in the interests of the service, they could be released or not. Following this review, posts were then categorised under one of three categories:

- Category 1: Release post.
- Category 2: Do not release (post required to ensure continued service delivery).
- Category 3: On hold pending IJB decision on aligned savings previously considered in September 2025 but on which no decision was reached.

In line with the Council's scheme of delegation, the Chief Executive has approved the posts within category one to be released, so staff in category 1 and category 2 can now be informed of the decision made on their requests. To implement these releases and secure recurring savings, Members were asked to approve the use of

£608k from general reserves to meet the non-recurring strain-on-the-fund costs. Decisions on Category 3 posts will not be taken until the related proposals come back to the IJB.

Rephasing of Savings

Reviews have shown that individuals' needs have not changed sufficiently to reduce support. Therefore, the high-risk savings linked to the review of external Care at Home packages and packages of care for people with physical disabilities will not be delivered.

Members were therefore asked to approve a reduction of £2.26m in the Phase 3 savings target, bringing it down to £12.32m by 2027 / 28, alongside a small re-phasing of contract management savings.

Next Steps

The HSCP continues to review and develop a longlist of additional savings and will do this alongside the development of the 'Foundations of Transformation' programme also being considered (see next section, below). Further savings work, including the proposals deferred in September, are anticipated to return to the IJB in June to allow full-year data to be considered. A programme update will also be brought in March, which will include further details on the potential impact of financial recovery, with a supporting integrated impact assessment for members to consider.

Members approved:

- The use of general reserves up to a value of £608k, to fund the one-off costs associated with the release of posts identified by the SMT in line with the current phase of the Sustainable Futures programme, whilst noting delegated approvals and acknowledging programme timelines.
- The revision of savings values for the subset of savings set out in Section 5.

Members Noted:

The update provided on the VR / VER process - and the next steps outlined in Section 6 of the report.

3.6 Foundations of Transformation

The paper outlined plans to establish a 'Foundations of Transformation' programme that will inform the next IJB Strategic Plan, due in March 2027. It highlighted the national direction of travel set out in recent Scottish Government and COSLA frameworks, which reinforce long-standing ambitions for more integrated, preventative and person-centred public services. While these principles are not new, the paper recognised that the original ambitions from the Christie Commission have not been fully realised and that further system change is still needed. The report also highlighted the strong platform already in place across Renfrewshire and the wider NHSGGC area, with many examples of partnership working and preventative approaches that can be built upon.

The programme proposes a set of workstrands, focused on better understanding local needs, improving whole-system collaboration, improving the effectiveness of prevention and early intervention work, and creating space for innovation, including digital. Supporting strategies will be developed in parallel, including refreshed approaches to participation and engagement, a new Workforce Plan and a focus on leadership and organisational culture. The paper emphasised that this work would evolve as partners and communities shape the programme, and that the SMT will play a key role in balancing ambitions with operational pressures. In the short term, the overriding priority remains addressing the IJB's challenging financial position.

Members approved the proposed approach to establish a 'Foundations of Transformation' Programme.

3.7 Performance Management Mid-Year Report 2025-26

The paper provided a mid-year update on performance from April to September 2025, highlighting that overall performance remains strong, despite ongoing operational pressures. The proportion of green indicators has increased, including all three new additions to the 2025 / 26 scorecard, and many existing green indicators have further improved over the last six months. Only three measures have changed status:

- Smoking cessation has moved from amber to green following targeted community-based work.
- Under-16 pregnancy rates have shifted from green to red, though this reflects historic national data rather than the current local position.
- Completion of TURAS PDPs has moved from amber to red, although recent intensive improvement work is already showing progress.

Other red indicators are also improving, including staff absence levels and A&E waits under four hours, supported by a range of local initiatives.

The paper also summarised wider system performance and the improvement activity underway. This reinforces SMT's continued focus on sustaining high performance while strengthening data-driven approaches to support strategic planning. A full report on the 2025 / 26 scorecard and progress against the Strategic Delivery Plan will be provided to the IJB in June.

Members approved the Performance Management Mid-Year Scorecard 2025 / 26 for Renfrewshire HSCP and noted the end of year Scorecard will be presented as part of the Annual Performance Report at the IJB Meeting in June 2026.

3.8 IJB Adult Carers Strategy 2026 - 27: Approval to Commence Consultation

The paper presented the draft 2026 / 27 Adult Carers Strategy and sought approval to progress to formal consultation. As previously agreed by the IJB in June 2025, the existing strategy has been refreshed and extended to November 2027 to align with the development of the next Strategic Plan. The refresh builds on previous

engagement, which involved input from HSCP staff, carers, the Carers Centre and the Carers Planning Group, to reaffirm priorities, update the Strategy-on-a-Page to reflect new national frameworks, refresh demographic and survey insights, and incorporate case studies demonstrating the support available.

The consultation will use a proportionate and accessible approach, with a combination of online, in-person and paper formats. Most consultees will receive an email invitation, with targeted engagement for key groups. Feedback will be brought back to the IJB in June 2026 alongside the final draft Strategy for approval.

Members approved the consultation draft of the Adult Carers Strategy and the approach to reviewing the IJB's Short Breaks Service Statement, and Adult Carer Eligibility Criteria. The consultation will open from 5 February and will remain open until 31 March 2026.

3.9 Renfrewshire Community Planning Update

The paper presented the Renfrewshire's Community Plan Annual Report for 2024-25, recently approved by the Council's Leadership Board. The paper highlighted the HSCP's significant contribution across the three priority areas of supporting low-income families, tackling health inequalities and addressing the climate emergency.

Examples of how we are supporting low-income families included:

- The Thrive Under 5 pilot in Johnstone integrated income maximisation with healthy eating and family physical activity, supporting 42 families and delivering over 200 meal packs and 500 pantry vouchers.
- To address urgent need, the HSCP Health Improvement Team designed the Emergency Infant Formula Pathway so parents of infants under 12 months can access formula safely and without stigma through trained referrers.
- Other targeted pilots, including Cost of the Nursery Day and Nourish Nurseries, helped reduce avoidable costs and improve access to healthy food.
- HSCP led and commissioned the Community Needs Assessment in Gallowhill to inform targeted action in one of Renfrewshire's most deprived areas.

On health inequalities, the HSCP has:

- Worked with the Fairer Renfrewshire Panel, Star Project and Engage to develop priorities and an action plan, informed by the recent Health and Wellbeing Survey findings, which will look to present to the Community Planning Group in the coming months.
- Encouraged public use of the WiRe interactive map, which captures all the community-based supports and activities across Renfrewshire.
- Strengthened food resilience through community food initiatives and local growing initiatives, supporting both household resilience and local net zero ambitions.

The HSCP welcomes the intention to develop the next Community Plan alongside the Council Plan and the IJB Strategic Plan over the next year, creating stronger alignment across partners and supporting a more preventative, whole-system approach to improving outcomes for local communities.

Members noted the progress being made to improve outcomes and reduce inequalities across the priorities of Renfrewshire CPP and the contribution of the HSP to this work. They also noted the publication of the Community Planning Partnership Annual Report 2024-25.

3.10 Public Bodies Climate Change Duties Annual Compliance Report

A draft of this statutory report was submitted by the deadline of the 30 November, noting that it was subject to IJB approval.

The draft compliance report summarised the HSCP's governance arrangements, progress made over the year and how our activity contributes to local and national net zero ambitions through partnership working and health improvement programmes.

The paper also highlighted that a new HSCP Climate Change Action Plan has been developed to guide activity for 2026 / 27. The plan aligns with the Renfrewshire IJB Strategic Plan and national net zero objectives, focusing on embedding climate considerations into health improvement work, raising awareness, strengthening partnerships, and promoting sustainable behaviours among staff.

Members approved the Public Bodies Climate Change Duties Report for 2024 to 2025 and noted the Climate Change Action Plan for 2026 to 2027.

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 27 March 2026.