

NHS Greater Glasgow and Clyde	Paper No. 25/43
Paper Title:	Renfrewshire Integration Joint Board Report
Meeting:	NHSGGC Board Meeting
Date of Meeting:	29 April 2025
Purpose of Paper:	For Awareness and Assurance
Classification:	Board Official
Date of IJB	21 March 2025
Committee Chairperson:	Margaret Kerr (Renfrewshire IJB Vice-Chair)

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 [21 March 2025](#).

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

- **Appointment of Interim Chief Officer and Membership Update**

Carron O'Byrne was ratified as Interim Chief Officer of the HSCP for a period of six months beginning on 10 March 2025.

Fiona Ralph, the new Interim Chief Nurse, will replace Karen Jarvis as a non-voting member on the IJB for a period of three years, with immediate effect.

Following the retirement of John Boylan (trade union representative for Renfrewshire Council), it was agreed that Mark Ferguson will replace John as a non-voting member on the IJB for a period of three years, with immediate effect - and that Colin Goodall will be Mark's proxy.

BOARD OFFICIAL

Paul Higgins (Health Board Staff Member) will be replaced by Lesley Nish as a non-voting member on the IJB for a period of three years, with effect from 31 March 2025.

Paul Higgins will also be replaced on the Audit, Risk and Scrutiny Committee, this time by Fiona Ralph.

It was also confirmed that the voting members and substitute voting members appointed by the Council be reappointed for a period up to the next Council elections scheduled to be held in May 2027.

- **Chief Officer's Report**

The Chief Officer's Report provides an update on key developments and operational activity since the previous IJB meeting.

At Friday's meeting, Carron O'Byrne highlighted some key service updates from the report, including:

- Renfrewshire's continuing good performance in relation to delayed discharges.
- For CAMHS waiting times, Renfrewshire performance as of 17 February 2025 remained at 100%, against the target of 90% of children starting treatment within 18 weeks of referral. In addition, members noted that there are implications arising for CAMHS funding because of the Scottish Government's funding letter received in September 2024 in relation to the 2024 / 25 Enhanced Mental Health Outcomes Framework.
- Carron thanked all HSCP staff for their contribution throughout the year, but highlighted those who were recently recognised as winners and highly commended at the recent annual staff awards event.
- The Scottish Government announcement on the proposed way forward for the National Care Service was highlighted. The revised bill reiterates the commitment to deliver sustainable reform that future-proofs social work services in Scotland. A key aspect, which will remain within the revised Bill, is the introduction of a right to breaks for unpaid carers. This was welcomed by members and encouraged to be continued locally.
- The NHS renewal framework, which aims to safeguard the NHS and achieve the full potential of innovation was launched in January 2025. The priorities were highlighted and included: reducing the immediate pressures across the NHS, shifting the balance of care from acute services to the community and using digital and technological innovation to improve access to care.
- Not included within the report was an update on the 2025 spring COVID-19 vaccination programme which will run from 31 March to 30 June 2025. Further details of this will be shared with HSCP staff this week.

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

- Response to Storm Eowyn.
- Audit Scotland publication – Local Government in Scotland: Financial Bulletin 2023/24.
- Carers Update: Right to Breaks for Unpaid Carers.
- Learning Disability, Autism and Neurodiversity Bill Panel Meeting.

BOARD OFFICIAL

- Mental Health and Policy: Framework for Collaboration
- Members noted the full range of key HSCP and national policy updates provided.

- **Financial Report 1 April 2024 to 31 January 2025**

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

It was noted during the meeting that, the current projected year-end outturn is an overspend of £3.9 million. This was noted as an improvement on the original projection, which was forecast as an overspend of c£10.7 million.

This reflects the ongoing impact of several focused pieces of work and actions put in place by the Senior Management Team over the past few months. In addition, there has been a significant reduction in the projected overspend for prescribing the details of which were summarised in section 6.

However, it was highlighted that it will be necessary to drawdown earmarked reserves in order to deliver a breakeven position for 2024 / 25.

Members noted:

- The in-year position at 31 January 2025.
- The projected year-end position for 2024/25.
- The in-year management action in place to reduce 2024/25 spend.

- **Enhanced Mental Health Outcomes Framework**

This report provided an update on the revised plans for delivery on programmes funded through the Enhanced Mental Health Outcomes Framework. A reduction in funding allocation from the Scottish Government was highlighted to the IJB in December 2024.

As Glasgow HSCP host the boardwide Mental Health Strategy, the information contained within this paper was submitted in a report to the meeting of Glasgow Integration Joint Board on 29 January 2025. The proposed funding arrangements to deliver the programmes in 2025/26 were approved.

Members noted:

- The contents of this report and the impact of this funding on each of the programmes.

Sustainable Futures: Update on Programme Activity

This paper updated members on the Sustainable Futures Programme, in line with the decisions made by the IJB in December 2024, and subsequent paper in January which set out the approach to phasing upcoming activity. It should be noted that this report reflected that the IJB has already made decisions regarding savings to be progressed, which meant that no savings needed to be considered at this meeting.

The report detailed the revised programme governance arrangements, which have been established to ensure the necessary oversight, through a refreshed Programme Board and the implementation of a Design Authority, which would provide professional scrutiny of proposed service models and impact assessments. Both have now met following the January meeting.

In addition, significant planning work is underway across a range of areas:

- With the SMT working with their teams, providers, professional leads and, as appropriate, staff side, Trade Unions and HR, to progress the internal redesign and contract management proposals the IJB agreed could be implemented through operational governance arrangements.
- Alongside this, we have been developing proposals and draft impact assessment for the savings ideas that the IJB agreed could be further developed, engaged on, and brought back to the IJB for final consideration in September 2025.

This planning has also looked to define our approach to engagement, which will have two key elements:

- Early engagement through focus groups to inform the development of the future model of day services, building on the exploratory engagement that took place in late 2024.
- Public engagement to gather feedback on saving ideas that the IJB agreed we should further develop into proposals, which could potentially change frontline service models.

2025 / 26 Delegated Health and Social Care Budget

This report described the financial allocation and budgets made available to the IJB for 2025 / 26 by Renfrewshire Council and NHSGGC - and outlines the main financial pressures on health and adult social care services.

These pressures were recently highlighted in a bulletin published by Audit Scotland, which noted that the financial health of IJBs continues to weaken and there are indications of further challenging times ahead. It concluded that the reliance on non-recurring sources of income to fund recurring budget pressures is unsustainable in the medium to long term, and the identification and delivery of recurring savings and a reduced reliance on drawing from reserves to fund revenue expenditure will be key to ensuring long-term financial sustainability.

BOARD OFFICIAL

The report also highlighted the potential impact of the 1.2% increase in employers' National Insurance Contributions, coupled with a lowering of the threshold at which employers are required to pay this. Discussions are ongoing about the full impact of this rise, which have still to be confirmed, however the risk remains that the IJB might be required to absorb the shortfall to offset the rise.

However, the report recommended that there are sufficient resources within the proposed budgets (including draw down of IJB reserves) to meet the current anticipated budget pressures for 2025 / 26, thereby enabling members to set a balanced budget for 2025 / 26.

Members noted:

- The delegated Adult Social Care Budget for 2025 / 26 (Appendix 3).
- The delegated Health Budget for 2025 / 26 (with conditions outlined in appendix 4).

Members Approved:

- The balanced budget outlined in section 9 including the drawdown of required reserves in order to deliver a balanced budget for 2025 / 26.

Medium-Term Financial Plan 2025 – 28

This Medium-Term Financial Plan (MTFP) outlines, in broad terms, specific service and funding issues over the next three-year period and how the IJB will strive to achieve financial sustainability and resilience.

The financial pressures continue to cause significant challenges – and the IJB's financial planning arrangements remain subject to active review using a scenario-based approach in recognition of the scale of variability in the potential funding for the IJB. It is therefore essential that the IJB continues to plan for a range of potential outcomes across its key financial risks and challenges, and the likely impact these could have on its financial sustainability. We must work to deliver both a balanced budget and continue to deliver accessible and safe services. After many years of budget reductions, it is fair and reasonable to state that these dual objectives cannot be assured.

Within this context, it is important to recognise that the IJB must continue with the current, medium-term approach it has been taking to address its budget gap through the Sustainable Futures Programme. However similar to our partner organisations, going forward, the IJB and HSCP will increasingly focus on the longer term need to transform services. This will include strengthening elements of whole system working with our partner organisations and beyond, fostering a culture of innovation, and further exploiting digital opportunities.

Members approved the Medium-Term Financial Plan, noting the assumptions and context of the financial plan for 2025-28 and the levels of uncertainty that exists in relation to a range of these assumptions.

Market Facilitation Plan 2025 – 2027

The purpose of the Market Facilitation Plan (MFP) is to help providers of Social Care services make informed business decisions and plan for future service delivery in Renfrewshire. The new MFP should be read alongside the Medium-Term Financial Plan 2025-2028.

The new MFP seeks to provide detailed local information to the market which may not be otherwise available in the public domain. This is in order that providers in the market can have a full understanding of the demography and trends in Renfrewshire and make informed business decisions based on this information.

The IJB strives to support the development of a social care market which is sustainable, diverse, and person-centred, and enables individuals to live fulfilling lives with dignity, choice, and control.

The MFP concludes with some key market messages, including information relating to the Sustainable Futures Programme, Technology Enabled Care and Support, Delayed Discharge, Resilience and Crisis Preparedness and Transitions.

Members noted this report

Hosted Services Performance 2024 / 25

This report provided a performance update on the services hosted in Renfrewshire HSCP: Podiatry Services and Primary Care Support Services. It also updates on GP Out of Hours, which are not formally delegated, but that the HSCP has interim management responsibilities for across GGC.

Podiatry: despite unprecedented increase in referrals, the service continues to meet or exceed performance targets. A marked improvement in performance was highlighted for the most vulnerable patients with foot ulcers, compared to where performance was in 2022 / 23 whilst now managing greater demand.

This strong performance has been achieved using and agile workforce planning and the Prepare Project, which looks to attract more students, given the very small numbers that graduate each year. Taking GGC's lead, four other Health Boards have adopted this.

Primary Care Support: The work to support the six HSCPs with future planning and their Primary Care Improvement Plans was highlighted during the meeting. This includes areas such as transferring Community Treatment and Care (CTAC) from GP practices to HSCPs, recognising progress but also flagging that funding and accommodation challenges mean this has not been fully delivered.

BOARD OFFICIAL

Also highlighted was work to establish the supporting oversight arrangements for the delivery of the Board's first Primary Care Strategy, approved in April 2024 - and the areas of performance from the first 6-month strategy update. Overall, it reports reasonable progress, taking account of capacity constraints and a number of national factors.

GP Out of Hours: This report notes the move from a Business Continuity Model to permanent model based on telephone first, which was approved by the Health Board in April 2024. Given the significance of the changes involved in this transition, the implementation of this model has been subject to Organisational Change which is expected to conclude this year. To date, the change has resulted in fewer unplanned closures of sites – with performance continuing to exceed the target position of 90% sites open.

Members noted Hosted Services performance for Podiatry, Primary Care Support and GP Out of Hours services for 2024 / 25.

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 24 January 2025

At the March meeting, the minute of [24 January 2024](#) was approved. The minute from the March meeting will be discussed in June 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 27 June 2025, with an update report due to be submitted to the August meeting of the NHSGGC Board.