

NHS Greater Glasgow and Clyde	Paper No. 26/61
Paper Title:	Standing Committee Chair's Board Report
Meeting:	NHSGGC Board Meeting
Date of Meeting:	30 April 2026
Purpose of Paper:	Assurance
Classification:	Board Official
Name of Reporting Committee:	Renfrewshire Integration Joint Board
Date of Reporting Committee:	27 March 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, 27 March 2026 as set out below and seek further assurance as required.

3. Key Items of Discussion

3.1 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 third of these stories, which this time featured our Care at Home service. This clip was recorded by Renfrewshire Council as part of a series of films to demonstrate how all our teams work over the winter period to keep people safe.

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

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

3.2 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:

- A significant focus of recent work has been leadership visibility and engagement, with Chief Officer Billy McClean having now visited over 90% of HSCP teams. February's visits, which I was also pleased to attend, included CTAC / Phlebotomy, RES, Health Visiting, Learning Disabilities, Finance, Data and Technology Assurance, Contracts and Commissioning, and Immunisation teams. These visits continue to highlight the pressures felt by frontline services but also the commitment of staff to maintaining high standards of care.
- The Leadership Network met in February, bringing together around 200 managers and leaders to reflect on national policy developments and the HSCP's transformation ambitions. Feedback from this session, alongside discussions at ESMT and SPG, is shaping the emerging Foundations of Transformation programme.
- Members of the HSCP's Senior Management Team visited *Blantyre Life* in South Lanarkshire, where the reablement model and innovative approaches to technology-supported care are informing thinking about future service redesign locally.
- The national launch of the new Framework for Adult Support and Protection Learning and Development, was hosted in Johnstone. The Framework provides a consistent national structure for building skills and knowledge in adult protection and will now be embedded within local multi-agency learning plans.
- Renfrewshire continues to perform strongly on delayed transfers of care and remains in the national "low" category for required improvement. January's performance shows Standard Delays at 51.4 per 100,000 population, once again the lowest in Scotland and a 21.8% reduction on the same point last year. This reflects the sustained focus on flow, early intervention and whole system working.

Key National Updates

- Several Audit Scotland publications were issued over recent weeks, including the Local Government Financial Bulletin, the Supplement to the Scottish Budget, and the IJB Financial Bulletin. Collectively, these set out the significant financial risks facing councils and IJBs, including reducing reserves, widening budget gaps, and the need for more decisive approaches to redesign and prioritisation. These findings will directly inform the HSCP's financial planning and transformation work, with further detail included in papers elsewhere on the agenda and in a report to the Audit, Risk and Scrutiny Committee earlier in March.
- The Scottish Government's consultation on the implementation of the new Rights to Breaks for unpaid carers - part of the Care Reform (Scotland) Act 2025 - was also noted. This will influence future local policy, with consultation materials already shared widely across carers networks. Finally, the report highlights the national public awareness campaign on tackling misogyny, designed to challenge harmful

online behaviour, particularly among young men. Resources and messaging from the campaign are being shared across local partnership networks to support ongoing prevention activity.

Members Noted the contents of the report.

3.3 In-year Budget Monitoring Report

The report provided an update on the HSCP's financial position to 28 February 2026, showing a projected year-end overspend of £3.081m, an improvement on both the original £8.989m forecast and the position reported earlier in the year. This reflects further positive movement in prescribing costs, now showing an underspend of £1.4m, alongside continued vacancy management and other management actions to reduce spend across a range of services.

However, rising demand and increasing complexity continue to drive significant pressures in Adult Social Care, particularly within external care at home, adult care placements, care homes and respite. Mental Health and Learning Disability services also remain under strain, including the impact of enhanced observations and higher-cost care packages. The report noted that although prescribing has improved, the position remains volatile and may shift quickly due to wider market forces.

Despite the improved outlook, the IJB continues to rely heavily on reserves to manage in-year pressures, a position that is not sustainable in the longer term. The report highlights that once reserves are fully exhausted, the IJB will lose flexibility in managing financial risks and has already fallen below its policy of holding a 2% general reserve. Work is ongoing to assess the implications for future years, with the financial outlook for 2026 / 27 and 2027 / 28 to be considered as part of the broader budget development process. The report also confirms a small underspend in other delegated services, ongoing monitoring of high-risk areas, and the requirement to continue aligning financial planning with the Sustainable Futures programme and transformation activity.

Members noted the contents of the report.

3.4 2026 / 27 Delegated Health and Social Care Budget

The paper set out the financial position for 2026 / 27 and the budget delegated to the IJB by Renfrewshire Council and NHS GGC. It highlights the exceptionally difficult financial environment facing the HSCP, with underlying pressures of £24.6 million before mitigation and a recurring funding gap of £7.9 million even after applying planned savings, national uplifts and prescribing efficiencies. A balanced budget for next year can only be achieved through the use of £7.9 million of IJB reserves, but this is not sustainable. Reserves are expected to be exhausted during 2027 / 28, leaving no financial flexibility, and the forecast recurring gap is projected to rise to around £13.9 million the following year. The report makes clear that demand for services continues to exceed available resources, driven by rising

complexity in care, pay awards, inflation, prescribing volatility and workforce pressures.

The paper also outlines the wider national financial context, with Audit Scotland reporting worsening pressures across NHS Boards, councils and Integration Authorities, and a shared message that significant reform and much higher levels of recurring savings will be required. Key uncertainties remain around future funding allocations, pay settlements, demographic demand, NRAC adjustments and the planned shift to a new Lead Partnership approach for hosted services, which may expose Renfrewshire to additional financial risk. Members were advised that without major redesign and difficult prioritisation decisions, the IJB will face financial recovery measures, including pausing developments, restricting recruitment and reviewing eligibility. The CFO recommended that the IJB approve the delegated budgets and agree the use of reserves to set a balanced budget, while recognising that this offers only short-term stability and that substantial recurring change will be required from 2027 / 28 onwards.

Members agreed the balanced budget outlined in section 14 including the drawdown of required reserves to deliver a balanced budget for 2026 / 27.

Members noted the delegated Adult Social Care Budget for 2026 / 27 (Appendix 3) and the delegated Health Budget for 2026/27 (Appendix 4) subject to:

- any final adjustments in relation to recurring budget adjustments at month 12.
- any further funding allocated by the Scottish Government in respect of the impact of the 2026 / 27 pay award; allocation of Agenda for Change reform funding in respect of the reduced working week (RWW) and nursing post regrades from Band 5 to 6 (to be met through additional funding provided in-year).

3.5 Sustainable Futures Programme Update

This paper provided an update on progress within the Sustainable Futures programme, highlighting good performance on savings delivery for 2025 / 26. Following the IJB's decisions in December 2024, September 2025 and the rephasing of just over £400k of savings agreed in November 2025, the updated target for this year was £7.37m. By Period 10, the HSCP had delivered £7.95m, or 108% of the revised target - with the final figure expected to increase once full-year reporting is completed. The paper also set this progress within the wider national context of Audit Scotland's assessment of IJB finances, which reinforces the need for realistic savings plans and continued transformation to address long-term sustainability.

The report also updated members on the redesign of the internal Care at Home service and planned work to explore alternative models for Extra Care Housing. A reablement-focused model is emerging as the most viable direction for Care at Home, as it reflects both increasing demand and the need to support people to remain independent at home for as long as possible.

Work is also beginning to identify new Extra Care service options, recognising that the previously agreed £233k saving cannot be delivered through efficiencies alone. Engagement with tenants, families, staff and providers will inform this work before options come back to the IJB.

Finally, the paper confirmed that the Financial Recovery Integrated Impact Assessment will now be brought to the June IJB, allowing time to incorporate feedback from ongoing discussions with the Scottish Government and to consider the assessment alongside the proposals previously deferred from September.

Members noted the contents of the update report.

3.6 Foundations of Transformation: Progress Update

This paper provided an update on progress made since the IJB approved the establishment of the Foundations of Transformation Programme in January 2026. This programme will support the development of the next Strategic Plan and the activities needed for change at the pace needed.

Work has already begun to establish programme governance and to secure officer resource - and a range of actions have already taken place to enable the programme, including:

- building on our existing relationship with the University of the West of Scotland.
- identifying a 'Getting It Right for Everyone' (GIRFE) lead.
- starting to develop a Quality Improvement Programme.
- enhancing the HSCP's use of data and digital tools.
- undertaking learning visits to other HSCPs.

These activities are designed to align closely with national frameworks and to build the internal capability needed to support large-scale transformation.

Two key areas of work were highlighted in the meeting and both will be important to support successful service transformation. The first was effective participation, engagement and communication (PEC) and the second was in relation to our Workforce to support the delivery of new and transformed services. The paper highlighted activities relating to these, and the development of a PEC Strategy and Workforce Plan.

A further update will be brought to the June meeting, with the caveat that timelines may be affected if additional resource is required to support short-term savings activity or financial recovery.

Members noted the activities taken forward under the 'Foundations of Transformation' Programme.

3.7 Hosted Services Performance 2025 / 26

This paper highlighted the performance of the two services hosted by Renfrewshire HSCP on behalf of all HSCPs within the NHSGGC area: Podiatry and Primary Care Support (PCS). Podiatry continues to face high demand, averaging around 4,000 referrals per month across NHSGGC, with Renfrewshire seeing around 677 referrals monthly. This is slightly above the NHSGGC average and the second highest rate per 1,000 population.

Despite this, Podiatry's performance has remained strong, with both NHSGGC and Renfrewshire consistently meeting the 90% target for seeing new referrals within four weeks, achieving over 93% in Q3 2025 / 26. The Podiatry service also continues to meet the two-day access standard for patients with foot ulcers, with sustained performance above 90% across both NHSGGC and Renfrewshire. The report highlights a range of improvements, including virtual education sessions, strengthened workforce pipelines and innovative recruitment approaches, which are helping maintain performance and support sustainable future delivery.

Primary Care Support continues to deliver a wide range of statutory and developmental functions across GP and Optometry services for more than 220 GP practices and 188 Optometry practices. Key achievements this year include the development of a Board-wide primary care workforce strategy, progress on digital transformation (including the rollout of Vision Anywhere and digital asynchronous consulting pilots), and improved communication and engagement work. Ongoing priorities include supporting implementation of the Primary Care Strategy, contributing to the Board's Transforming Together programme, progressing service reviews identified through Sustainable Futures, and enhancing primary / secondary care interface work.

Members noted the report.

3.8 IJB Palliative and End of Life Care Strategy 2026 - 27: approval to commence consultation

This report asked the IJB to approve the draft refreshed Palliative and End of Life Care Strategy 2026 / 27 for formal consultation. Members were reminded that in September 2025 the IJB agreed to extend the existing 2022 / 25 strategy for a further 18 months to allow continued delivery of the action plan, recognising the impact of competing priorities in progress. The extension also enables alignment with the Scottish Government's new national strategy, Palliative Care Matters for All: 2025 / 2030 - and with the forthcoming NHSGGC Board-wide strategy expected in summer 2026.

The refresh process has reviewed local and national evidence, service user and carer feedback, unmet need, and changing demand. It has also updated definitions, strategic priorities, governance arrangements and the "strategy on a page" to reflect new national direction.

Following its approval, the draft strategy will now proceed to proportionate consultation across April and May 2026, involving people with lived and living experience, carers, families, strategic groups, HSCP services, third-sector partners,

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primary care, and care homes. Feedback will inform the final strategy, which will return to the IJB for approval in September 2026.

Members noted the contents of the report and approved the draft refreshed strategy to proceed to formal consultation.

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 19 June 2026.