

Renfrewshire IJB
Refreshed Strategic
Plan 2022-27
(Reviewed June
2025) -
Consultation Draft



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Foreword

An introduction from the Chair of Renfrewshire IJB and our HSCP Chief Officer

Throughout the period of our most recent Strategic Plan, the health and social care sector has faced an extremely challenging financial landscape. This was, and continues to be, due to increasing demand for health and social care services, an ageing population and higher costs across the country.

The uncertainty associated with these conditions has meant that our recent focus has been to look at ways we can return to a more sustainable financial position and deliver a balanced budget.

To do this, we have been engaging with our staff, our partners and people across Renfrewshire, to identify opportunities to reduce costs and make our services more efficient.

Our Strategic Plan is a legal requirement for the Integration Joint Board (IJB). But it is also our main vehicle for describing and measuring the actions the Health and Social Care Partnership (HSCP) will take to ensure we deliver the best services for the people of Renfrewshire with the resources we have available to us.

The situation is made more critical when we include more recent data, which indicates a worsening of health inequalities, a deterioration in mental health and increased levels of poverty. At a time when the IJB has fewer resources available to address them, the challenges we face are growing and are projected to be with us for the foreseeable future.

Therefore, rather than developing a completely new Strategic Plan within such a turbulent period, we believe it makes sense to refresh our current Plan for a further two years. This will allow us to continue our focus on the immediate priorities that lie ahead of us but also continue to work towards delivering the activities that people told us were most important to them.

The following sections reflect these challenges and provide further information on how we have developed this refreshed Plan, and the context in which we have engaged with a range of people, groups and organisations to review and update our priorities.

We would like to thank everyone involved in contributing to, and developing, this refreshed Plan.



Cllr Jennifer Adam
Chair, Renfrewshire IJB



Carron O'Byrne
**Interim Chief Officer,
Renfrewshire HSCP**

Introduction

Overview of our Services

Overview of the HSCP's Services

Our Strategic Plan covers the breadth of services integrated within Renfrewshire, as agreed by NHS Greater Glasgow and Clyde and Renfrewshire Council. We deliver adult social care services and all community health services for adults and children. Further detail on delegated services can be found within the Integration Scheme.

The HSCP works closely with our partners to ensure that services are planned and delivered collaboratively and on a 'whole system' basis where appropriate. This includes, for example, the Renfrewshire Alcohol and Drug Partnership, Integrated Children's Partnership and working closely with Housing Services. This helps to develop services for adults and young people that are joined up and shaped around them rather than by organisational structures.

The HSCP is also a key partner within Renfrewshire's Community Planning Partnership.

In addition, our 27 GP practices in Renfrewshire operate within six clusters which each contribute to oversight of the local health and care system within their geographies.



About the Plan Refresh Process

Shaping our Plan around consultation and engagement

Developing and testing our Plan through consultation and engagement

The Public Bodies (Joint Working) (Scotland) Act 2014 sets out particular requirements for the development of strategic plans to ensure that stakeholders are fully engaged in the preparation, publication and review of the Strategic Plan. A significant amount of engagement was undertaken to develop our 2022-25 Plan and remains highly relevant. We have therefore continued to test refinements of this refreshed Plan with our Strategic Planning Group and key stakeholders.

Reviewing our principles and themes

2

Sessions with the Strategic Planning Group

7

Principles identified as a result of engagement

5

Internal HSCP sessions with the Strategic Planning and Health Improvement Team and SMT

22

Objectives identified following discussion – reduced from 38 previously

Formal Consultation

X

Social media views

X

Views of the consultation platform

X

Stakeholder engagement sessions

X

Comments analysed

Our Methods of Engagement and Consultation



Virtual meetings and discussions



In-person engagement



Promotion through existing channels and partner networks



Targeted communications



Formal consultation with prescribed and extended consultee groups

Our Plan on a Page

How the elements of our Strategic Plan fit together

The context of our Strategic Planning includes...

National Health and Wellbeing Outcomes

National legislation, policies and strategies

Local plans, strategies and change programmes

Renfrewshire's Population and Demographics

Significant financial pressures across the public sector

Increasing demands on our workforce and unpaid adult carers

Delivering the objectives of these drivers will be supported by...

7 key principles of 'Shaping our Future'

and focusing activity on our Strategic Themes...

Healthier and Connected Futures: Prevention and early intervention

Enabled Futures: Clinically Safe and Specialist Services

Empowered Futures: Choice, control and flexibility

Sustainable Futures: Effective use of Renfrewshire's resources



Community Planning focus on Health and Wellbeing

Housing Contribution Statement



Which are also enabled, informed and delivered through a range of strategies and plans...



Workforce & Organisational Development



Digital & Data



Property



Communication



Equalities



Governance



Unpaid Adult Carers Strategy



Market Facilitation Plan

'Shaping Our Future' around each person

Focusing our activity on themes which shape our support to people

The Plan on a Page forms the basis of our Strategic Plan, showing how each of our key elements fits together. Through this we will seek to achieve a range of outcomes which are represented by our **four key themes**. We have consolidated two of our previous five themes within this refreshed Plan, reflecting that Healthier and Connected Futures were both focused on prevention, early intervention, and enabling people to live independently.



People can live independently in their own home or community and experience reduced health inequalities through early intervention and prevention.



Our services are clinically safe, and people have access to the appropriate specialist support to aid them in their recovery and rehabilitation, where possible.



People are empowered to better manage their health and conditions and shape the support they need at every stage of life.



Our available resources are prioritised effectively, and we deliver integrated services by working collaboratively with people and partners.

The Strategic Context

Related Strategies

The national and local strategy and policy context for health and social care is increasingly complex and continues to evolve. A range of national legislation and policy, aligned with local frameworks and strategies, exist to provide guidance to IJBs and HSCPs. We provide an indicative, but not exhaustive, view of related plans and strategies below.

National Context

Legislation and Policy

- Social Work (Scotland) Act 1968
- Community Care and Health (Scotland) Act 2002
- Equality Act 2010
- Social Care (Self-directed Support) (Scotland) Act 2013
- Public Bodies (Joint Working) (Scotland) Act 2014
- Children and Young People (Scotland) Act 2014
- Community Empowerment (Scotland) Act 2015
- Carers (Scotland) Act 2016
- Child Poverty (Scotland) Act 2017
- Social Security (Scotland) Act 2018
- The 2018 General Medical Services Contract in Scotland
- United Nation Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024

Strategies and Guidance

- National Clinical Strategy for Scotland Realising Realistic Medicine
- Value-based health and care Action Plan
- Health and Social Care Standards
- Getting it Right for Every Child
- Best Start, Bright Futures
- Digital Health and Social Care
- SDS Framework of Standards
- IRASC and NCS (Scotland) Bill
- NHS Recovery Plan 2021-26
- SG Strategic Framework, 2022
- Public Health Scotland Strategic Plan
- Physical activity for Health: Population Health Framework
- HIS Ageing and Frailty standards

Local Context

Strategies and Guidance

NHS Greater Glasgow and Clyde

- NHS GGC Annual Delivery Plans
- Working together to Stem the Tide 2024
- Unscheduled Care Commissioning Plan
- Moving Forward Together
- Adult Mental Health Strategy
- Primary Care Strategy 2024-29
- Quality Strategy 2024-29

Renfrewshire Council

- Fairer Renfrewshire Programme
- Renfrewshire Council Plan 2022-27
- Local Housing Strategy 2023-28
- Renfrewshire's Plan for Net Zero
- Community Learning & Development Strategy

Joint Plans

- Integrated Children's Services Plan
- Our Renfrewshire Community Plan 2017-27
- Primary Care Improvement Plan

9 National Health and Wellbeing Outcomes (set out on the following page)

The Strategic Context

Further details on the national health and wellbeing outcomes

Scotland's nine national health and wellbeing outcomes aim to ensure that IJBs (and HSCPs), Local Authorities and Health Boards are clear about their shared priorities by bringing together responsibility and accountability for their delivery. Each objective set out within the following sections of this Plan has been aligned with the relevant outcomes.

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 2: People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Outcome 3: People who use health and social care services have positive experiences of those services, and have their dignity respected.

Outcome 4: Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Outcome 5: Health and social care services contribute to reducing health inequalities.

Outcome 6: People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.

Outcome 7: People who use health and social care services are safe from harm.

Outcome 8: People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services.

External Factors influencing this Plan

Wider considerations that have helped shape the refresh of this Plan

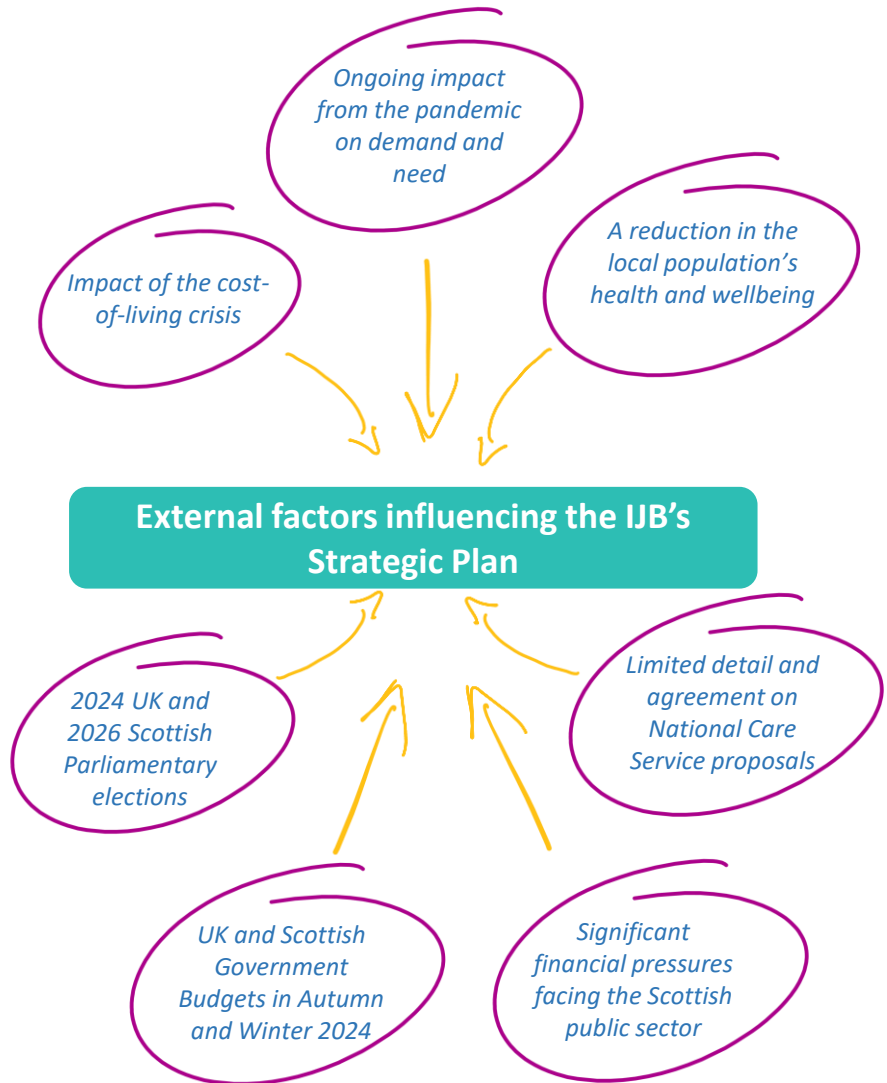
Delivering in a challenging and increasingly complex environment

The context for providing integrated health and social care services in Scotland has become increasingly challenging for Integration Joint Boards (IJBs) and HSCPs since our original Plan was approved in March 2022. This is due to a range of factors which influenced the IJB's decision to refresh and extend its current Plan.

This refreshed Plan enables work to continue on ongoing objectives whilst providing an opportunity for further clarity to be sought on key policy considerations, such as the National Care Service. In addition, the Scottish Parliamentary elections in 2026 will result in a range of new policy commitments regardless of which party forms the next Scottish Government.

Demand for services is increasing and more complex, reflecting the impact from the pandemic and the cost-of-living crisis which have both impacted on the health and wellbeing of local citizens. These considerations are in addition to the very significant financial challenges facing the Scottish public sector, with the UK and Scottish Government budgets determining the level of funding in which the IJB and HSCP must deliver services sustainably.

All of these aspects have therefore shaped and informed the content and focus of this Plan.



The Strategic Context

Key Challenges facing our Services

The Strategic Plan agreed by the IJB in 2022 set out a range of the challenges facing public services, each aligned with our Strategic Themes. Lots of the current challenges the IJB and HSCP face impact across all of the integrated services we provide, and many have been captured in the information provided throughout this Plan. In summary, they include:

Local needs and service demand



- Increased levels of demand, and more complex needs mean some people require more intensive support.
- Services, including Primary Care, are facing unprecedented levels of demand, with a significant increase in people facing mental health problems.
- Expectations of what specialist services provide can differ from clinical opinion and the prevention of over-medicalisation.

Our capacity, skills and resilience to meet local needs



- People, families and unpaid carers can find it difficult to access information about services and support available.
- Unpaid carers face huge pressures supporting loved ones.
- Supporting staff to maintain their health and wellbeing.
- Recruitment and retention challenges, including a shortage of care workers and specialist skills nationally.

The money we have available



- Ongoing financial and demand pressures meaning significant savings continue to be required.
- Maintaining low levels of delayed discharges within a pressurised system and stretched financial resources.
- Shifting resources to community-based and preventative support when demand is increasing.
- The challenge of one-off funding.

The Strategic Context

Renfrewshire's Current Demographics: Census 2022

Overview

- The population in Renfrewshire has continued to rise to its highest levels since official records began.
- The greatest increase is within our older population, particularly those aged 75 and over which has grown the most. This will place increasing demand on already pressured services.
- There is a more diverse population in Renfrewshire, with a doubling of ethnic groups from 2011 to 2022.

Renfrewshire
Population

183,874



5.1% from
2011



48.3%



51.7%

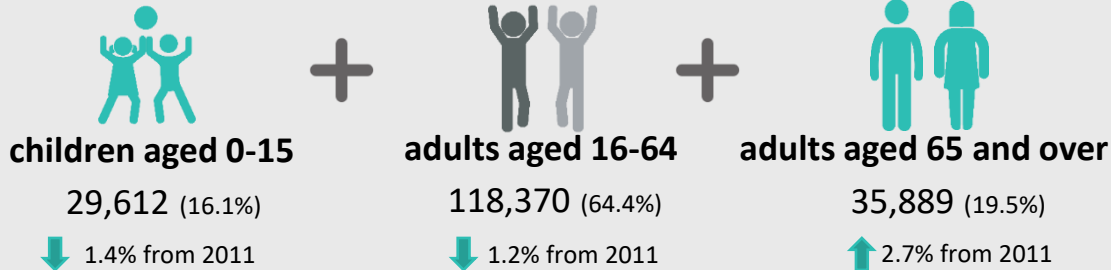
Ethnicity, Language & Migration



The population in **Asian, African, Caribbean or Black, Mixed or Other** ethnic groups is **5.5%** of the overall local population. This is an **increase of 2.7%** from 2011



The percentage of all residents who have **lived in the UK for less than 5 years** has **increased** from **1.5%** in 2011 to **2.1%**. The total number of local residents that have **lived less than two years** in the UK has increased by **51.8%** from 2011-2022



From 2011–2022, adults aged **75–84 increased by 19.7%** and adults aged **85+ increased by 26.7%**

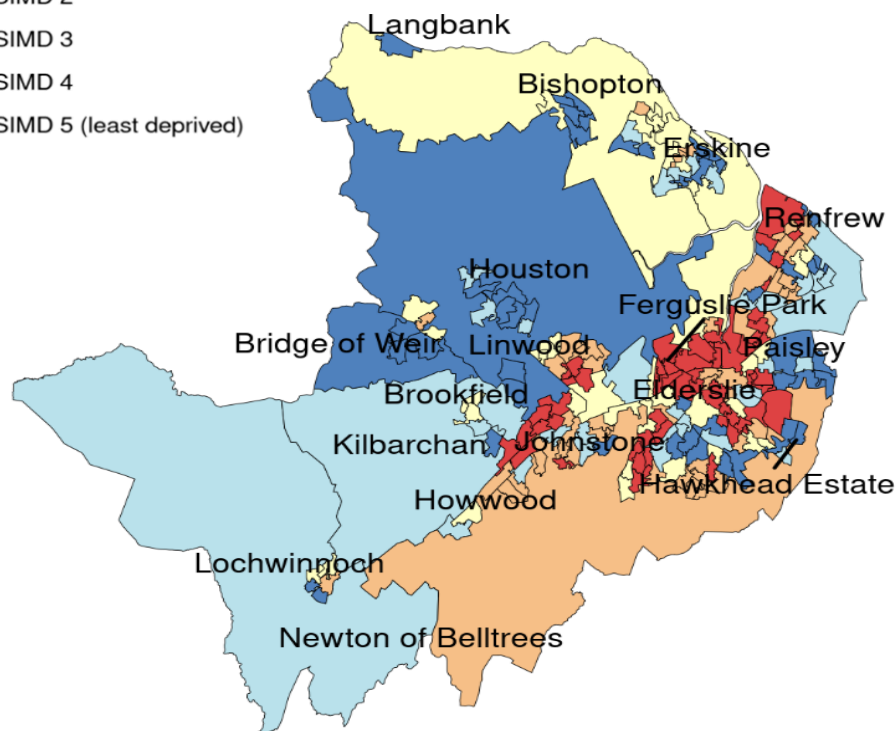
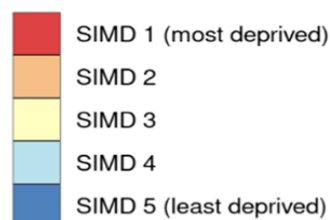


From 2011 – 2022 the number of Female adults aged 75+ **increased by 15.6%** and number of Male adults aged 75+ **increased by 30.7%**

The Strategic Context

Renfrewshire's Current Demographics: Social and Economic Inequalities

SIMD Quintile



Deprivation and Inequalities

The Scottish Index of Multiple Deprivation (SIMD) assesses 6,976 small areas known as 'data zones'. 2020 figures show:

- There are **2 'data zones'** in Renfrewshire **within the 10 most deprived** zones nationally.
- Almost **25% of all data zones** in Renfrewshire are in the **20% most deprived nationally** (24.1% of 2020 population).
- Renfrewshire has the **9th highest share of deprived data zones** nationally (of 32 areas).
- Renfrewshire is more deprived compared to the Scotland average for **Employment, Crime, Housing and Income**.
- These social and economic inequalities can **impact on self-esteem, happiness and participation in local communities and lead to poorer physical and mental health**. In Renfrewshire, **28.9%** of residents are in the **20% most-deprived areas nationally** within health indicators.

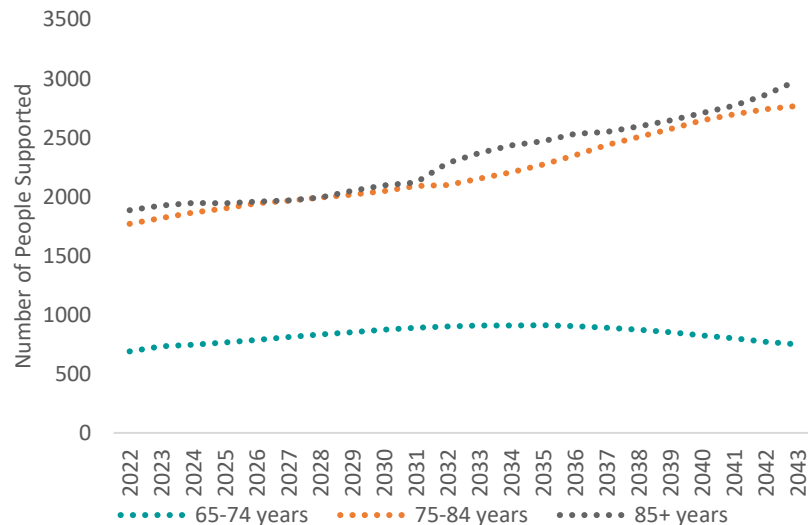
The Strategic Context

Demand Pressures on Services

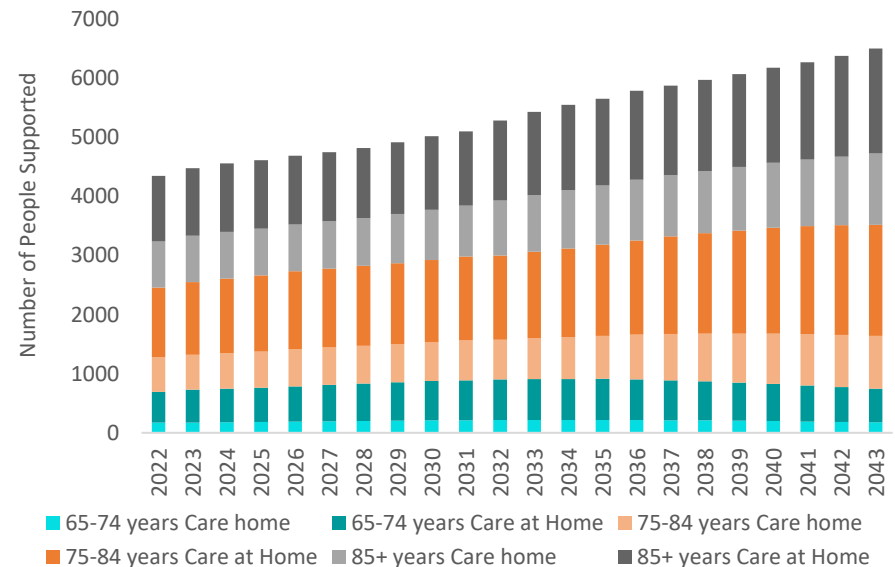
Growing pressure on adult social care

- The number of people receiving social care has remained relatively stable over the past five years. In 2023/23 there was 4,345 older adults receiving care through either care at home or care homes, which was a 0.2% increase from 2018/19.
- However, future changes in the demographic profile in Renfrewshire will put **additional pressure** on health services and adult social care*.
- Taking into account the projected growth in population, it can be estimated that the number of people supported by adult social care aged over 65 will grow by **49.6%** from current levels of 4,345 to 6,501 by 2043. Those **aged 75-84 will grow by 56.4%** and adults **aged 85+ will increase by 58.3%**.

Estimated number of people supported by social care, by age group, 2017/18 – 2044/45



Estimated total number of people supported by home care and care homes, 2020/21 – 2044/45



* Projection of estimated social care demands was calculated using population projections from NRS (2022) and proportion of adult population receiving care from social care statistics (Public Health Scotland, 2023). Note that these are based upon the level of services remaining similar to that of the past 5 years

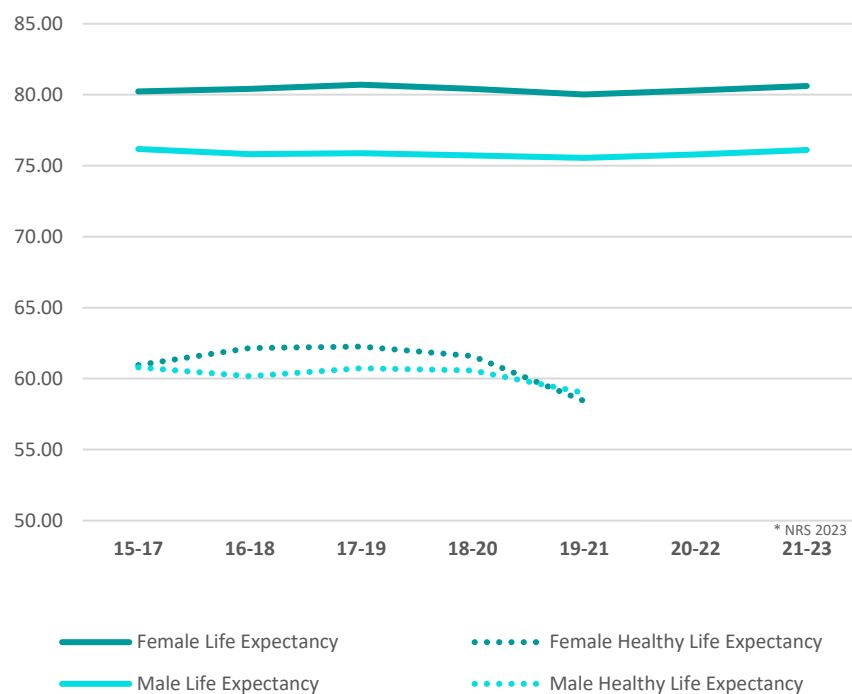
The Strategic Context

Health and Wellbeing

Life Expectancy

- The Life expectancy in Renfrewshire for both females and males has stagnated over the past 5 years. Figures for 2021/23 show an increase to 80.60 for females and 76.10 for males from the previous year.
- There is, however, still a substantial gap to the Healthy Life expectancy. This is the average number of years of life that people spend in good health. Healthy life expectancy for females in 19/21 was 60.79 for females and 60.95 for males. Both figures are below the national healthy life expectancy for females and males.
- The impact of COVID-19 has also created further inequalities in life expectancy. We need to continue to work closely with our partners to address inequalities, socio-economic and health inequalities, including mitigating the negative impacts of poverty and mental health and wellbeing.

Life expectancy and Healthy Life Expectancy at birth (years) from 2015/17-2021/23

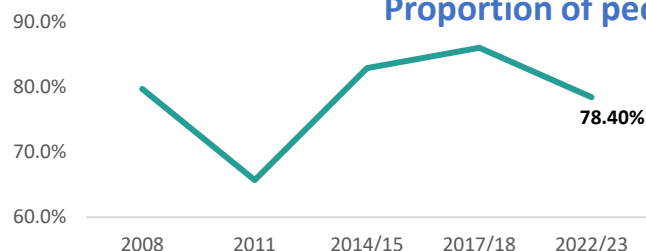


The Strategic Context

Health and Wellbeing

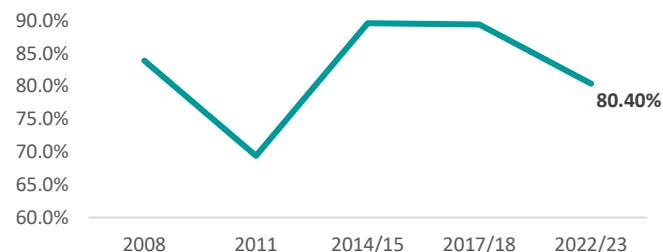
The 2022/23 Health & Wellbeing Survey for Renfrewshire identifies mental health, poverty and inequality as the main drivers of poor health in Renfrewshire. It shows, post pandemic, an overall worsening of health (particularly mental health and wellbeing) and persistent health inequalities, while those already worst off in our communities are most likely to be affected by austerity, the pandemic and increased costs of living.

Proportion of people with positive view of physical health



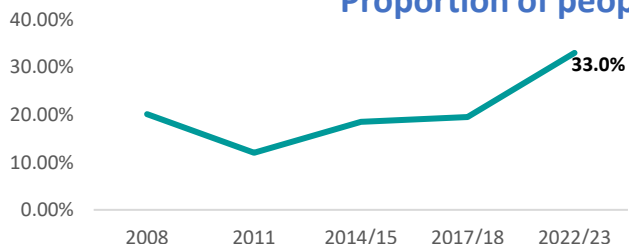
The Proportion of people in Renfrewshire with positive view of **physical health in 2022/23 was at its second lowest level**, with steep decline from 2017/18 to 2022/23.

Proportion of people with positive view of mental health and wellbeing



The proportion of people in Renfrewshire with positive view of mental health and wellbeing has decreased since 2017/18. Just under one in four adults (23%) had a Warwick Edinburgh Mental Wellbeing Scale score indicating depression, rising to one in three (32%) among those in the most deprived areas in Renfrewshire.

Proportion of people with limiting long term conditions or illness



The proportion of people with limiting long term conditions or illness has grown steadily since 2011, to one in three (33%) in 2022/23. Just under half (49%) of respondents had one or more illness/conditions they were currently receiving treatment for, a significant rise from 35% in 2017/18.

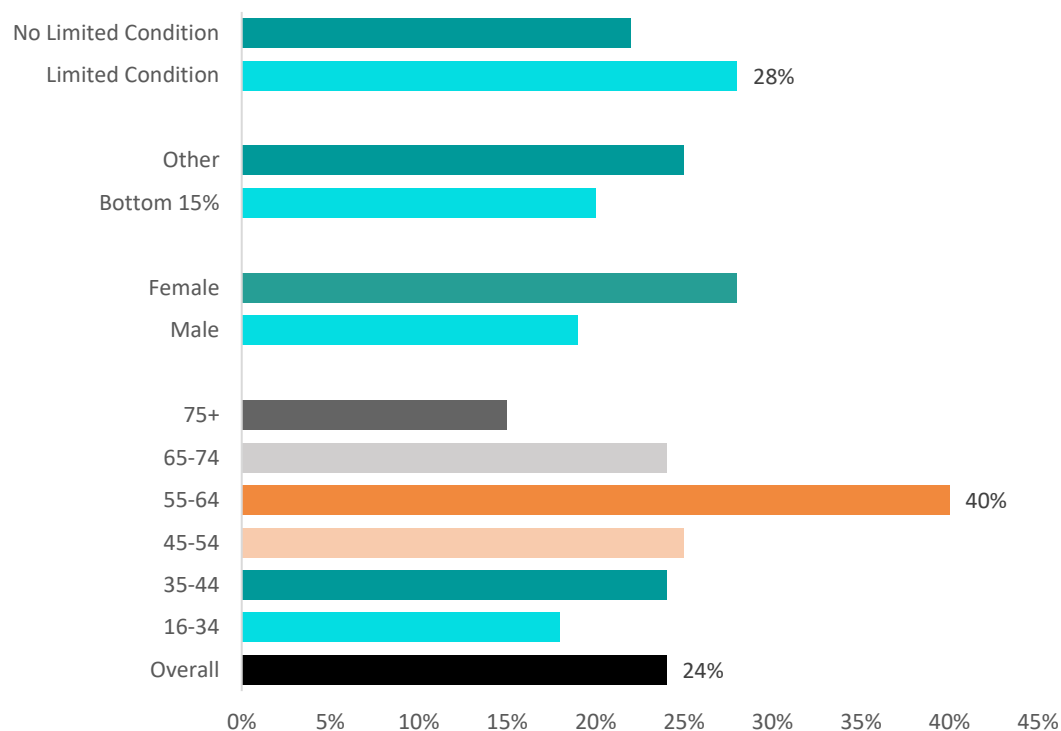
The Strategic Context

Unpaid Adult Carers: Findings from the 2022 Census

Unpaid Carers: Findings from the 2022 Census

- Figures from the census shows that from 2011 – 2022 the percentage of people providing unpaid care in Renfrewshire increased from 10.2% to 12.6%. At the same time, the percentage of full-time carers also increased from 2.6% to 3.0%.
- Of all adult groups the highest group of full-time carers are those aged 65 and over, with 4.9% reported as full-time carers.
- As shown below, from the Health and Wellbeing survey in 2022/23, 24% of people in Renfrewshire were carers, which is higher than the Board-wide figure for NHSGGC at 21%. The highest proportion of carers were in the 56-64 age group (40%), with 28% of carers having a limiting health condition.

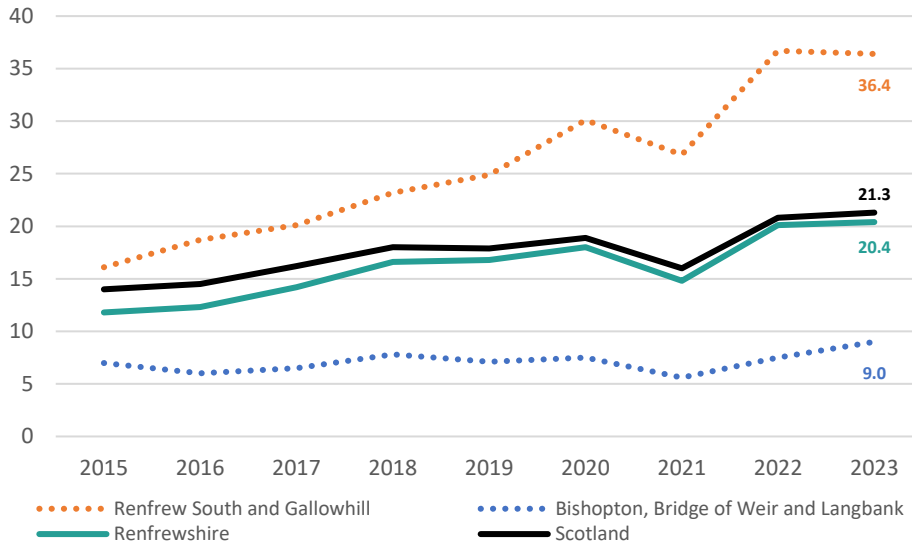
H&WB Survey - Proportion of Unpaid Carers by age, gender and deprivation (2022/23)



The Strategic Context

Finances and Child Poverty

Child Poverty Rates – 2023, Department for Work and Pensions



- While the most recent figures for 2023 show that the overall rate for households living in poverty in Renfrewshire (**20.4%**) is lower than the national rate (21.3%), there has been an overall rise in these figures.
- There is variation across Renfrewshire with the highest levels in Renfrew South and Gallowhill (36.4%), which has seen an **increase of 20.3%** since 2015. The lowest level is in Bishopton, Bridge of Weir and Langbank with **9.0%**
- Cost of living increases and financial constraints are impacting on all population groups. Living in poverty makes achieving and maintaining good health more difficult. Poverty is also closely associated with decreased life expectancy and premature mortality.

- The H&WB Survey findings show the stark impact of financial insecurity, with increases in the proportion of the population experiencing difficulty in meeting basic costs.
- Just under **two in five** people said they had difficulty meeting food and/or home energy costs at least occasionally, rising to **one in two** in the most deprived areas.
- Those under 25 years old, women, and people with a limiting condition were most likely to have difficulties.

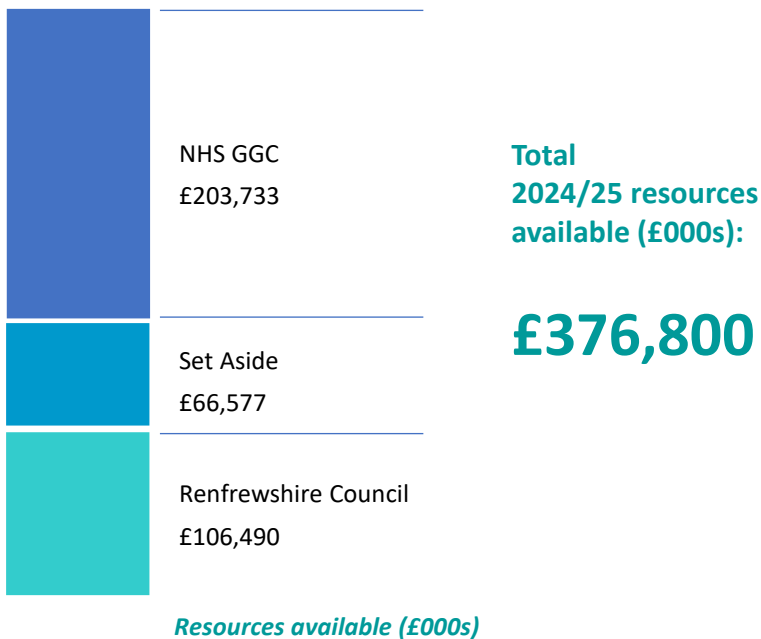
The Child Poverty Scotland Act 2017 and subsequent Scottish Government Child Poverty Action Plans identify the need for partnership approaches and plans to tackle child poverty. While the targets seek to reduce child poverty levels, there is a focus on Parents and Carers in six priority family groups at highest risk of poverty: lone parent families, minority ethnic families, families with a disabled adult or child, families with a younger mother (under 25), families with a child under one, and larger families with 3+ children.

The Strategic Context

Medium-Term Financial Planning

Our Current Use of Resources

In 2024/25 the resources available to Renfrewshire IJB are as follows:



The IJB, along with the wider public sector, continues to face significant financial pressures which are impacting on the range of services which can be delivered, and the way in which they are delivered.

Medium-Term Financial Plan 2022–25

The IJB has a Medium-Term Financial Plan (MTFP) which provides a strategic approach to managing its financial position. The MTFP 2022-25 was approved by the IJB in March 2022 and outlined the specific service and funding issues anticipated over the period to March 2025. It aimed to show how the IJB would work towards achieving financial sustainability and resilience.

Throughout this period, the IJB's financial planning arrangements have been continuously reviewed, to enable us to continue to plan for a range of potential outcomes and scenarios. This has helped us to identify emerging financial risks and challenges and their likely impact.

As part of this ongoing review and, considering the refined priorities of the IJB outlined in this refreshed Plan, a revised MTFP will be submitted to the IJB in March 2025 for consideration.

The Strategic Context

Medium-Term Financial Planning

Key factors impacting on financial planning

A range of factors will have financial implications for the IJB throughout this refreshed Plan, many of which are covered on preceding pages. Key challenges and uncertainties for financial planning include:

- The lasting impact of the COVID-19 pandemic on health and wellbeing and demand for services.
- Changing tax and spending policy at a UK and Scottish Government level, for example recent increases to Employer National Insurance Contributions.
- The Scottish Parliamentary elections in 2026, and related changes to policy.
- Global instability continuing to impact supply chains and causing volatility in energy and financial markets.
- The ongoing impact of the cost-of-living crisis on those who were already struggling to cope.
- The planned closure of Grangemouth oil refinery and a possible national fuel security risk.
- The lack of agreement and clarity around a National Care Service, making future funding arrangements and forecasting uncertain.

The biggest risk to the IJB remains its financial sustainability, with an estimated gross recurring gap of £23m in 2025/26, rising to £35 million in 2026/27.

The IJB has consistently delivered savings and, when necessary, utilised reserves to balance its budget. However, it is estimated that the amount held in general reserves will be fully drawn down by the end of 2025/26, which will leave the IJB with no financial resilience going forward and with significant savings required to be delivered across the following two years.

Should the IJB be unable to deliver a balanced budget, it will enter Financial Recovery. The revised MTFP will set out in more detail the pressures impacting the IJB, the IJB's approach to balancing its budget over the medium term, and the implications of Financial Recovery.

Our Principles and Strategic Themes



Our Underpinning Principles

Principles which thread through all of our themes

In refreshing our Strategic Plan, engagement with the IJB's Strategic Planning Group helped us to identify 7 key principles which underpin all of the themes and objectives set out in this document. They will help guide how the HSCP operates as an organisation, and are:

1. We aim to strengthen links between people, community organisations and statutory services, maximising the impact of available resources and support.

2. We seek to enhance partnership working and coproduction with unpaid carers, the third sector, partners and providers.

3. We continuously review service models to ensure that support and any associated information provided are joined up, accessible and reflect individuals' needs.

4. Our services use available data to build a robust understanding of the evidence of need in Renfrewshire, allowing support to be effectively focused.

5. We are transparent about the challenges we face and the way in which decisions are made.

6. We understand the impact of trauma on individuals and continue to shape our services to reflect the needs and experiences of each person.

7. We work with people with lived and living experience to tackle stigma, support recovery and improve outcomes across all of our services.

Our Underpinning Principles—examples

Principles which thread through all of our themes

Principle 1: We aim to strengthen links between people, community organisations and statutory services, maximising the impact of available resources and support.

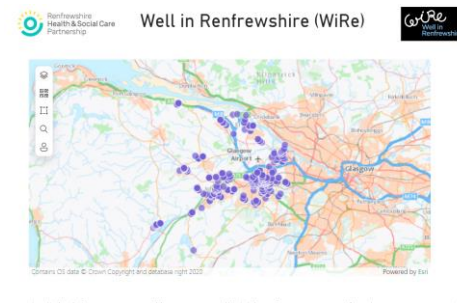
A continued focus on early intervention and prevention is vital, particularly during an environment of limited financial resources. The foundations for physical and mental health are laid in childhood and so our commitment to prevention and reducing inequalities needs to have children's outcomes at its core. Renfrewshire's Community Plan and Community Planning Partnership recognises this, and the importance of delivering on joint priorities.

Using the Health & Wellbeing Survey 2024 report findings and data, we are working together to tackle issues at grassroots levels, for example working to address stigma and discrimination through working with the Fairer Renfrewshire Lived Experience Panel, and joint working to better understand our communities needs, as described on the following pages.

Principle 1: We aim to strengthen links between people, community organisations and statutory services, maximising the impact of available resources and support.

Well in Renfrewshire (WiRe) is our collaborative approach to make information on community-based supports and activities easier to find, and to develop new opportunities to improve wellbeing.

We have developed an interactive map with partners input and are making use of external and existing funding to support groups and individuals with ideas to create new ways of engaging people. In partnership with Engage Renfrewshire, we have also established a Community Wellbeing Network which brings together people from the statutory, voluntary and community sectors on a regular basis. Along with a monthly newsletter, these meetings, along with cross-sector training and awareness sessions, have already led to some innovative partnerships which may otherwise never have been possible.



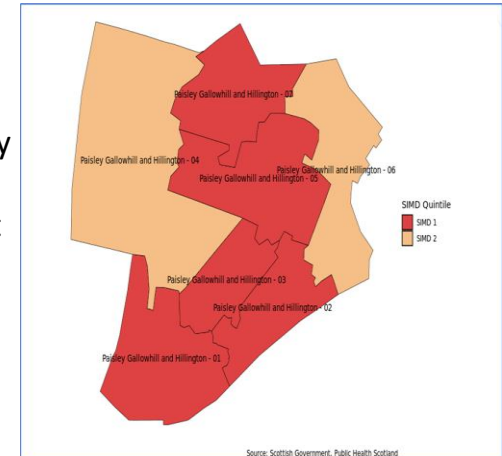
Our Underpinning Principles—examples

Principles which thread through all of our themes

Principle 4: Our services use available data to build a robust understanding of the evidence of need in Renfrewshire, allowing support to be effectively focused.

Gallowhill: Place and wellbeing

In 2024, the HSCP commissioned our third sector partner Active Communities to carry out a Community Needs Assessment in Gallowhill, the area with the highest rates of child poverty in Renfrewshire. This was driven by the need to understand more about the deeper issues affecting this community, recognise the needs and wants of local citizens, and to embed grassroots community activities and approaches at the centre of any solutions. On conclusion of the needs analysis, local partners and local people will come together to consider the results of the needs assessment and identify next steps required to deliver local improvements.



Principle 5: We are transparent about the challenges we face and the way in which decisions are made.

Sustainable Futures

Renfrewshire IJB faces significant financial pressures which will impact on the nature of services provided by the HSCP, and the way in which they are delivered. In October 2024, the HSCP launched a public engagement survey on behalf of the IJB to gather public feedback on ways in which these financial challenges could be faced.

The HSCP created a focused webpage to host the survey, which was supported by additional information setting out the scale of the challenge faced by the IJB and provided a breakdown of service budgets. In addition, the HSCP's Chief Officer recorded a video which sought to be open, honest and transparent on the scale of the financial challenge and the need for challenging decisions to be made. This approach was supported and commended by colleagues in Healthcare Improvement Scotland (HIS). A report describing the feedback received was published on the HSCP's website in January 2025.

Our Underpinning Principles—examples

Principles which thread through all of our themes

Principle 7: We work with people with lived and living experience to tackle stigma, support recovery and improve outcomes across all of our services.

Stronger Start

Stronger Start is a person-centered, wrap-around, service providing Money Advice and Advocacy for vulnerable pregnant women and their families who engage with maternity services across Renfrewshire. The service takes an early intervention and prevention approach during the ante-natal period.

Stronger Start has secured funding until January 2027 and is overseen by a Steering Group, established and chaired by Renfrewshire HSCP's Health Improvement Team. Between February 2024 and the end of September 2024, the service received 72 referrals. Of these, 48 women engaged with the service, resulting in total financial gains of £61,394 and averaging £1280 per person engaged.

Quote from a client: "They helped me understand my rights to support and that they are there to advocate for myself. I feel this is a necessary service for women in the area as often we are too scared to ask for help or don't know where to start."

Principle 7: We work with people with lived and living experience to tackle stigma, support recovery and improve outcomes across all of our services.

Developing a Community response to the Health & Wellbeing (H&WB) Survey

Since the Health & Wellbeing Survey report was published, a Panel with members from Renfrewshire Council, Public Health, Engage Renfrewshire and the HSCP have commissioned the STAR project and the Lived Experience Panel to gather feedback and build a deeper understanding of the outcomes from the survey and what this means for people in Renfrewshire. The Panel will make recommendations about what activity and projects should be progressed to improve health outcomes across Renfrewshire through a co-produced approach. The findings will be shared to inform future actions which can help improve health and reduce health inequalities in Renfrewshire.

Healthier and Connected Futures

Prevention and Early Intervention



Why are we prioritising prevention and early intervention?

For every care group, and our wider population, there are things that can help prevent ill-health, both physical and mental, enable people to remain at home for longer, and ultimately achieve better outcomes. It can also save public services money.

However, deep-rooted inequalities continue to affect the health and wellbeing of our communities and can limit the impact of preventative actions.

Early intervention can include providing people with information about services and resources in their local areas, promoting active and healthy lifestyles and providing training on specific topics. We also aim to intervene at the earliest stages in life to support our children to have the best start possible.

Community-led support and joint working with our partners, the third sector and community groups is vital to tackling these challenges, as well as supporting people to ask for help or advice at an early stage. In doing so, we can help people live independently and achieve better outcomes.



The outcome we want to achieve:

People can live independently in their own home or community and experience reduced health inequalities through early intervention and prevention.

“Prevention...is about the care and support system actively promoting independence and wellbeing. This means intervening early to support individuals, helping people retain their skills and confidence, and preventing need or delaying deterioration wherever possible.

Social Care Institute for Excellence (SCIE), May 2021

Enabled Futures

Clinically Safe and Specialist Services



Why are we prioritising clinically safe and specialist services?

At different times we will all need to access specialist support to help us recover from illness, to manage long-term conditions, and to keep us safe. This could include access to primary care services, support with our mental health, timely access to rehabilitation services, or support to recover from alcohol or drug-related addictions.

We will help people to access appropriate specialist support in the most suitable setting. This could be in a hospital, but we are focused on shifting the balance of care to help people access such support in our communities. Care will be provided as close to home as possible and should help avoid unnecessary attendance and admissions to hospital. We will also continuously improve service quality, supported by Clinical and Care Governance.

In doing so, we also want to ensure that we do not over-medicalise the treatment and care we provide. Working with partners, we will build on individuals' strengths, skills and abilities to aid their recovery.



The outcome we want to achieve:

Our services are clinically safe, and people have access to the appropriate support to aid them in their recovery and rehabilitation, where possible.

"Keep no patient in hospital a day longer than is absolutely necessary. The patient may have to recover not only from illness or injury but from hospital"

Florence Nightingale, 1878

Empowered Futures

Choice, Control and Flexibility

Why are we prioritising choice, control and flexibility?

Empowering people to exercise choice, control and flexibility over the services they access, and when and where, has been at the heart of national policy for several years. It was embedded in the Social Care (Self-directed Support) (Scotland) Act 2013 and is a central theme within continued efforts to improve health and social care.

Over the course of our previous Strategic Plans, Renfrewshire HSCP has supported increasing numbers of people to have control over their budget. This helps people feel empowered to manage their own health and conditions. We recognise, though, that we have further to go in improving the choice and flexibility available.

We will seek to ensure that the support provided by the HSCP and in communities offers choice for people which meets changing demand but also reflects the financial challenges we face. Support will reflect individuals' needs and where appropriate, provide options which move beyond existing service models.



The outcome we want to achieve:

People are empowered to better manage their health and conditions and shape the support they need at every stage of life.

“Person-centred care...ensures that care is personalised, co-ordinated and enabling so that people can make choices, manage their own health and live independent lives, where possible”

NHS Education for Scotland (NES)

Sustainable Futures

Effective Use of Renfrewshire's Resources

Why are we prioritising effective use of our resources?

The short and medium-term financial outlook for public services is highly challenging. Increasing demands such as an ageing population place greater pressure on the IJB's available budgets and the wider health and social care workforce, including the third sector. This is projected to continue in future years. We also recognise the immeasurable contribution and effort of unpaid carers, which supports the overall sustainability of our services.

We need to ensure that the services we provide are financially and environmentally sustainable and provide value for money. This will require us to make difficult, and pressing, decisions to ensure that resources are effectively targeted.

Further service prioritisation and transformation will be essential. This will consider how services are delivered and how our workforce is supported to deliver in changing circumstances. There is also an opportunity to consider how Renfrewshire's resources, as a whole, can contribute to improving outcomes.



The outcome we want to achieve:

Our available resources are prioritised effectively, and we deliver integrated services by working collaboratively with people and partners.

“Integration Joint Boards (IJBs) face a complex landscape of unprecedented pressures, challenges and uncertainties. These are not easy to resolve and are worsening, despite a driven and committed workforce.”

Audit Scotland, IJBs Finance and Performance 2024

Our Objectives

Aligning with the Strategic Themes of this Plan

In refreshing and extending our Strategic Plan to cover 2025-27, we have reviewed all of our previous objectives. This has enabled us to simplify our descriptions and remove previous duplication. Importantly, we have moved away from alignment of our objectives with individual themes, recognising that they can contribute to our achievement of the desired outcomes across several themes.

Objectives		National Outcome alignment	Healthier and Connected Futures	Enabled Futures	Empowered Futures	Sustainable Futures
SP25.1	Work with partners to prevent deaths related to probable suicide.	1, 4, 5 and 7	✓	✓	✓	
SP25.2	Support the health and wellbeing of children, young people and families and work to address child poverty.	1, 4, 5 and 7	✓		✓	
SP25.3	Work with partners to deliver Renfrewshire's commitments to 'The Promise' for care experienced people.	3 and 4	✓		✓	
SP25.4	Work with partners to help people with alcohol and drug-related issues to stabilise and/or recover, preventing unnecessary deaths.	1, 4 and 5	✓	✓	✓	✓

Our Objectives

Aligning with the Strategic Themes of this Plan

Objectives		National Outcome alignment	Healthier and Connected Futures	Enabled Futures	Empowered Futures	Sustainable Futures
SP25.5	Seek to reduce harm from frailty, helping people to avoid related falls and injuries, reflecting the new HIS Ageing and Frailty standards.	2	✓	✓	✓	
SP25.6	Continue to work with partners to implement actions which tackle Gender Based Violence (GBV).	3 and 7	✓	✓	✓	
SP25.7	Support people, families and unpaid carers through delivery of a local dementia action plan for Renfrewshire (subject to development of plan in Yr 3).	2, 3 and 6	✓	✓	✓	✓
SP25.8	Support unpaid carers to maintain their health and wellbeing and reflect their voices in an updated strategy focused on their needs.	6	✓	✓	✓	✓
SP25.9	Improve the mental health and wellbeing of our population and enable people to access support at the earliest stage.	1, 4 and 5	✓		✓	
SP25.10	Understand the findings of the Health and Wellbeing Survey and work with partners to implement actions addressing identified social and health inequalities.	1 and 5	✓		✓	✓

Our Objectives

Aligning with the Strategic Themes of this Plan

Objectives		National Outcome alignment	Healthier and Connected Futures	Enabled Futures	Empowered Futures	Sustainable Futures
SP25.11	Reduce unnecessary attendances and admissions to hospital by providing appropriate support in the community.	1, 2, 3, 4 and 9	✓	✓	✓	✓
SP25.12	Aim to sustain high performance by minimising delayed discharges in line with agreed targets	1, 2, 3, 4 and 9		✓	✓	✓
SP25.13	Review the access and support pathways for neurodivergent adults and children taking account of demand and resources, and the requirements of the Learning Disabilities, Autism and Neurodivergence Bill.	3, 4, 5, 6 and 7	✓	✓	✓	✓
SP25.14	Improve outcomes for people with long-term and life-limiting conditions enabling access to community-based support and advice at the right time.	2, 3, 4 and 9	✓	✓	✓	✓
SP25.15	Work with communities and partners to shape available community assets around local priorities, enabling people to manage their own health and wellbeing	1, 5 and 6	✓		✓	✓
SP25.16	Enhance the quality of palliative and end of life care through the development and implementation of an updated Palliative Care and End of Life Care Strategy.	3, 6, 7 and 8		✓	✓	

Our Objectives

Aligning with the Strategic Themes of this Plan

Objectives		National Outcome alignment	Healthier and Connected Futures	Enabled Futures	Empowered Futures	Sustainable Futures
SP25.17	Work with partners to improve the experience of people transitioning to adult social care services, and between different health and social care services (including different providers).	3 and 9	✓	✓	✓	✓
SP25.18	Continue to develop the model of Self-Directed Support in Renfrewshire in line with the national Self-Directed Support Improvement Plan 2023-27.	1, 2, 3 and 4		✓	✓	
SP25.19	Deliver value for money and financial sustainability through the Sustainable Futures programme.	9				✓
SP25.20	Subject to national decisions, implement the requirements for a National Care Service.	9				✓
SP25.21	Continue to work with partners to deliver Net Zero action plans for Renfrewshire.	9	✓		✓	✓

The Role of Housing: Our Housing Contribution Statement



The Role of Housing in Improving Health and Wellbeing

The Context of our Housing Contribution Statement

Requirement for a Housing Contribution Statement

The Scottish Government requires that every Integration Authority must have a Housing Contribution Statement as part of their Strategic Plan. This should cover:

- The links between Housing and governance within Integrated Health and Social Care
- The available evidence base and key issues
- Shared outcomes and service priorities for housing, health and social care
- Current and future housing resource and investment contributing to meeting these outcomes

These requirements provide the context for this Housing Contribution Statement, which has been refreshed jointly by Renfrewshire Council and the Health and Social Care Partnership.

The Role of Housing in Improving Health and Wellbeing

A summary of our Housing Contribution Statement

Developing the Housing Contribution Statement's priorities

To develop our Housing Contribution Statement, and to agree priority areas and objectives, a series of consultation sessions progressed in partnership with Renfrewshire Housing colleagues, the Housing Providers Forum and the HSCP.

Consideration was given to the available evidence base, including the evidence of need as well as key challenges; our shared outcomes and priorities for housing across partners; and the scale of resources available to contribute to meeting these outcomes.

The 3 priorities agreed, and set out in further detail in this section, are:

- **Priority 1: Housing as a Health Issue**
- **Priority 2: Homelessness Prevention**
- **Priority 3: Supporting people to live independently in their own homes**

The Role of Housing in Improving Health and Wellbeing

The Strategic Context for our Housing Contribution Statement

Housing is a universally recognised social determinant of health. Homes impact health every day. To improve health and wellbeing and tackle health inequalities, everyone needs access to a warm, dry, safe, affordable home which meets their needs. Living in poverty is known to be damaging for health and is one of the main causes of poor health and health inequalities.

Healthy and sustainable places support good mental and physical health. This requires access to safe green spaces, clean air, opportunities for active travel, good quality housing and a range of amenities and community resources

*(Director of Public Health:
Working together
to stem the tide, 2024.)*

"When someone is constantly worrying about paying their rent or household bills, or if they will still have a home tomorrow, this can cause anxiety, depression and other health issues. Chronic stress also puts strain on people's bodies leading to higher blood pressure, increased blood sugar and impaired immune systems. In this way chronic stress leads to increased risks of illness."

*(Joseph Rowntree Foundation,
2024).*

Article 27 of the United Nations Convention on the Rights of the Child states that children and young people should be able to live in a way that helps them reach their full physical, mental, spiritual, moral and social potential.

The rights of children should be protected and promoted in all areas of their life, including their rights to education; freedom from violence; abuse and neglect, be listened to and taken seriously; a proper house; food and clothing; and relaxation and play.

The Role of Housing in Improving Health and Wellbeing

Key Policies and Strategies influencing our Housing Contribution Statement

Our Housing Contribution Statement is guided by a range of relevant legislation and policy as set by the Scottish Government. Locally, Renfrewshire Council has a range of Strategies and Action Plans in place which inform the priorities of this Statement.

National Context

- The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019
- Climate Change: Scottish National Adaptation Plan 2024-29
- Community Empowerment (Scotland) Act 2015
- Heat in Buildings Strategy
- Heat in Buildings Bill
- Energy Efficiency Standard for Social Housing 1 and the emerging Social Housing Net Zero Standard (SHNZ)
- Energy Strategy and Energy Efficient Scotland Route Map
- Fuel Poverty (Targets, Definition and Strategy) (Scotland) Act 2019
- Heat Networks (Scotland) Act 2021
- Housing (Scotland) Acts 2001, 2006 & 2014
- Housing Support Duty for Local Authorities
- Housing to 2040
- Private Housing (Tenancies) (Scotland) Act 2016
- Scottish Social Housing Charter
- Social Housing to meet Scottish Housing Quality Standard (SHQS)

Local Context

- Local Housing Strategy
- Paisley Town Centre Action Plan (2016-2026)
- Paisley West End Masterplan
- Rapid Rehousing Transition Plan
- Renfrewshire's Plan for Net Zero and Renfrewshire Local Heat and Energy Efficiency Strategy
- Renfrewshire Local Development Plan
- Strategic Housing Investment Plan
- Town Centre Strategies
- Housing Led Regeneration and Renewal Programme

The Role of Housing in Improving Health and Wellbeing

Our Housing Contribution Statement Priorities

Priority 1: Housing as a Health Issue

Within this priority we will progress the following actions:

- Continue to implement a multi-agency place-based approach to addressing health inequalities.
- Prevent the cause or exacerbation of health conditions and reduce fuel poverty through energy efficient homes.
- Ensure access to housing support and advice and ensure clarity around internal and external pathways.

A Healthy Home leads to:

- Improved physical and mental wellbeing
- Early prevention of ill-health
- People self-managing their health & care needs
- People remaining in their own home for longer
- Ensures positive care experiences
- Delays and reduces the need for health care and social care interventions
- Timely discharge and reduced hospital re-admissions
- Rapid recovery from periods of ill-health or planned admission

(From Houses to Homes to Health, 2018)

Key Statistics

- Increasing costs of energy bills and lack of ability to heat homes will impact on health. The 2024 H&WB survey showed that 34.8% of respondents experienced difficulty paying for gas, electricity or other energy costs.
- The Renfrewshire Housing Need and Demand Assessment, 2023, found that 57% had problems affording heating bills, rising to 72% for Council / Housing Association tenants
- The number of damp, mould and condensation cases reported to Renfrewshire Council, which can be a result of lack of heating, has increased. In 2023/24 there were 270 inspections completed, with 197 already completed in Q1 and Q2 of 24/25.

The Role of Housing in Improving Health and Wellbeing

Our Housing Contribution Statement Priorities

Priority 2: Homelessness Prevention

Within this priority we will progress the following actions:

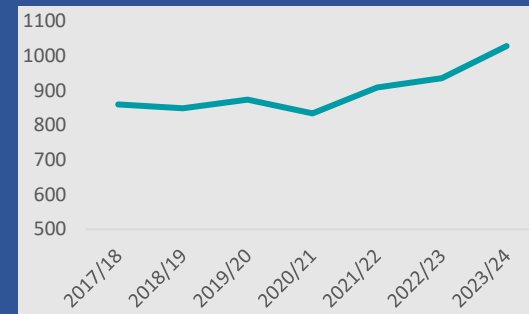
- Reflect on and prepare for new proposed legal duties on public bodies relating to 'Ask and Act' with a focus on early intervention.
- Maintain Housing First model of wraparound support for those with high support needs (linking to Stronger Start).

Homelessness impacts on health and wellbeing and is recognised as a major Public Health issue. Anyone 'sofa surfing' or at risk of homelessness are also at risk of having poorer health outcomes.

Many homeless people have co-occurring mental ill-health and substance use needs and may have experienced significant trauma in their lives.

With increasing numbers of residents, including older adults and New Scots in Renfrewshire, and increasing health inequalities, in-depth wraparound support from some people may be required.

Key Statistics



- There has been a steady, stepped increase in homeless applications since 2020/21 – by 23.3% and this has resulted in the number of applications in 2023/24 exceeding 1,000 for the first time
- People experiencing homelessness have poorer health outcomes. Mental ill health can be a cause and consequence of homelessness. There are significant inequalities in health needs and outcomes between ethnic groups as well as increasing numbers of New Scots. The Health & Wellbeing Survey, Renfrewshire 2024, identifies that health and wellbeing and mental health have declined since the last survey in 2018.

The Role of Housing in Improving Health and Wellbeing

Our Housing Contribution Statement Priorities

Priority 3: Supporting people to live independently in their own homes

- Enhance strategic governance and oversight of the existing strands of support and activity underway.
- Develop our approach and processes for transition planning for adults at all stages of life (e.g. people with a learning disability supported by ageing carers) and identify appropriate housing options/models to ensure housing needs can be met.
- Identify, assess and implement where appropriate (on an ongoing basis) opportunities for innovative use of telecare and emerging technologies to support independent living.

By supporting our residents to live well in a healthy home that meets their needs, the need for health & social care interventions can be reduced.

People with lived and living experience are the best experts on their lives and can contribute to improving outcomes for transition planning and in identifying what housing needs require to be met.

The HSCP will continue to work closely with all housing providers in Renfrewshire to deliver on the priorities outlined.

Key Statistics

- Increasing Population, Households and dwellings. Since 2013 there has been:
 - 7.0% increase in Population
 - 7.5% increase in Households
 - 8.7% increase in Dwellings
- Demand is more for smaller dwellings, with the average size decreasing to just over 2.1 persons per household
- At the same time, the number of single person households is growing, particularly for those aged over 65%:
 - 24.3% increase in single-person households for adults aged 65+, from 2011-2022
 - Larger increase in the number of single households for males aged 65+ from 2011-22 - 42.5% increase vs. 16.4% increase for females
- All adaptations made to Renfrewshire Council tenants properties show an increase for the financial year 23/24 from the previous year.

Lead Partnership responsibilities



Lead Partnership Responsibility

Services hosted by Renfrewshire HSCP



Podiatry

Renfrewshire HSCP is responsible for the strategic planning and operational budget of Podiatry services, which is an integrated board-wide service across NHSGGC. Podiatrists are health care specialists in treating problems affecting the feet and lower limbs. They also play a key role in keeping people mobile and active, relieving chronic pain and treating acute infections.

NHSGGC employs approximately 160 podiatrists (excluding vacancies) in around 35 clinical locations spread across the six HSCPs.

The Podiatry Service currently provides approximately 130,000 care interventions a year across the NHSGGC Board area.

Key priorities for the Podiatry service include:

- Supporting person-centred care through development of feedback mechanisms.
- Supporting self-care and supported self-care through motivational interviewing techniques.
- Delivering a new virtual patient management approach.
- Delivering efficient and value management through service analytics and quality and ensuring the right shape for the team.
- Innovative recruitment and retention approaches.
- Further develop prescribing capacity in terms of patient-centred care and reduction in GP presentations.

Lead Partnership Responsibility

Services hosted by Renfrewshire HSCP

Primary Care Support

Primary Care Support (PCS) works across NHSGGC to support GP, Community Pharmacy and Optometry primary care contractors and to deliver child health and national screening programmes. This includes managing contracts and payments, any changes to practices, linking with eHealth and Premises on support to contractors, working with HSCPs on future planning, and supporting delivery of child immunisations programmes and board screening programmes.



The PCS team works with over 1300 GPs and over 700 Optometrists and their staff, across 224 GP Practices and 188 Optometry practices.

Key Priorities include:

- Development of a Primary Care Strategy implementation plan.
- Implementation of significant new national IT systems.
- Ongoing support to practices with Transforming Nursing Roles and General Practice Nurse and Advanced Nurse Practitioner development.
- Supporting GP Clusters and Quality Improvement.
- Improving data on outcomes, workforce and activity.
- Continued redesign across the six PCIPs and implementing current and future national GP contract changes.
- Further development of shared care and interface approaches between Community Optometry and Ophthalmology.

Our 'Enabling' Plans and Strategies



The 'Enablers' of our Strategic Plan

Common foundations which help us to deliver our Plan



Workforce

Supporting our workforce is critical to our success. We will continue to address workforce challenges such as recruitment and retention whilst providing access to development opportunities and empowering our staff to maximise the contribution they are able to make.

We capture and track our actions to support our workforce within the HSCP's Workforce Plan.



Digital & Data

Digital technology will be an increasingly crucial element of how we provide and manage services. It provides the opportunity, where appropriate, to broaden how people are informed about, and access, services. It can also help people to maintain their independence for longer.

The HSCP has a set of digital and data priorities, aligned with our partners' and national strategies.



Property

The HSCP utilises a broad property portfolio which is collectively owned or leased by NHS GGC and Renfrewshire Council. This property needs to help us deliver services in changing ways, reflecting new ways of working.

We work closely with our partners to ensure our buildings match our needs into the future and will continue to review how we use property through the Sustainable Futures programme.



Communication & engagement

Communicating and engaging well is at the heart of providing effective services. Our approach gives us a range of tools for involving people in conversation around our services during this Plan.

We will continue to develop our approach to involve communities and those with lived and living experience. This will be captured in an updated Participation, Engagement and Communication Strategy.

The 'Enablers' of our Strategic Plan

Common foundations which help us to deliver our Plan



Equalities

We are committed to ensuring equality and supporting people's human rights and this continues to be a common thread throughout this refreshed Strategic Plan. We continue to focus on meeting our duties under the Equality Act 2010 and Equality Act (Specific Duties) (Scotland) Regulations 2012.

We capture our progress in delivering fair services through our Equalities Planner and Equalities Mainstreaming Report.



Governance

The IJB has clear governance arrangements in place to enable oversight of the HSCP's operational activities. A key element of this includes our Clinical and Care Governance system that ensures our care and outcomes are of a high standard for users of services.

Governance arrangements are set out in Renfrewshire's Integration Scheme, the IJB's Standing Orders and regular reporting such as our Annual Clinical and Care Governance Report.



Unpaid Adult Carers Strategy

Unpaid carers are vital to how health and social care is provided in Renfrewshire. Our Unpaid Adult Carers strategy sets out a range of actions to ensure unpaid carers are identified and supported fully through existing initiatives, and our plans to develop new and better forms of support.

Our commitments are captured through our Unpaid Adult Carers Strategy and supporting information, available on a dedicated page on the [HSCP's website](#).



Market Facilitation Plan

To ensure effective outcomes can be achieved for individuals, strategic commissioners require to understand local demographics, client needs and demand for services both now and in the future.

The Renfrewshire IJB Market Facilitation Plan 2023-2025 sets out service area priorities and key market messages so that provider organisations can make informed business decisions that help support the HSCP to deliver on the IJB's strategic priorities.

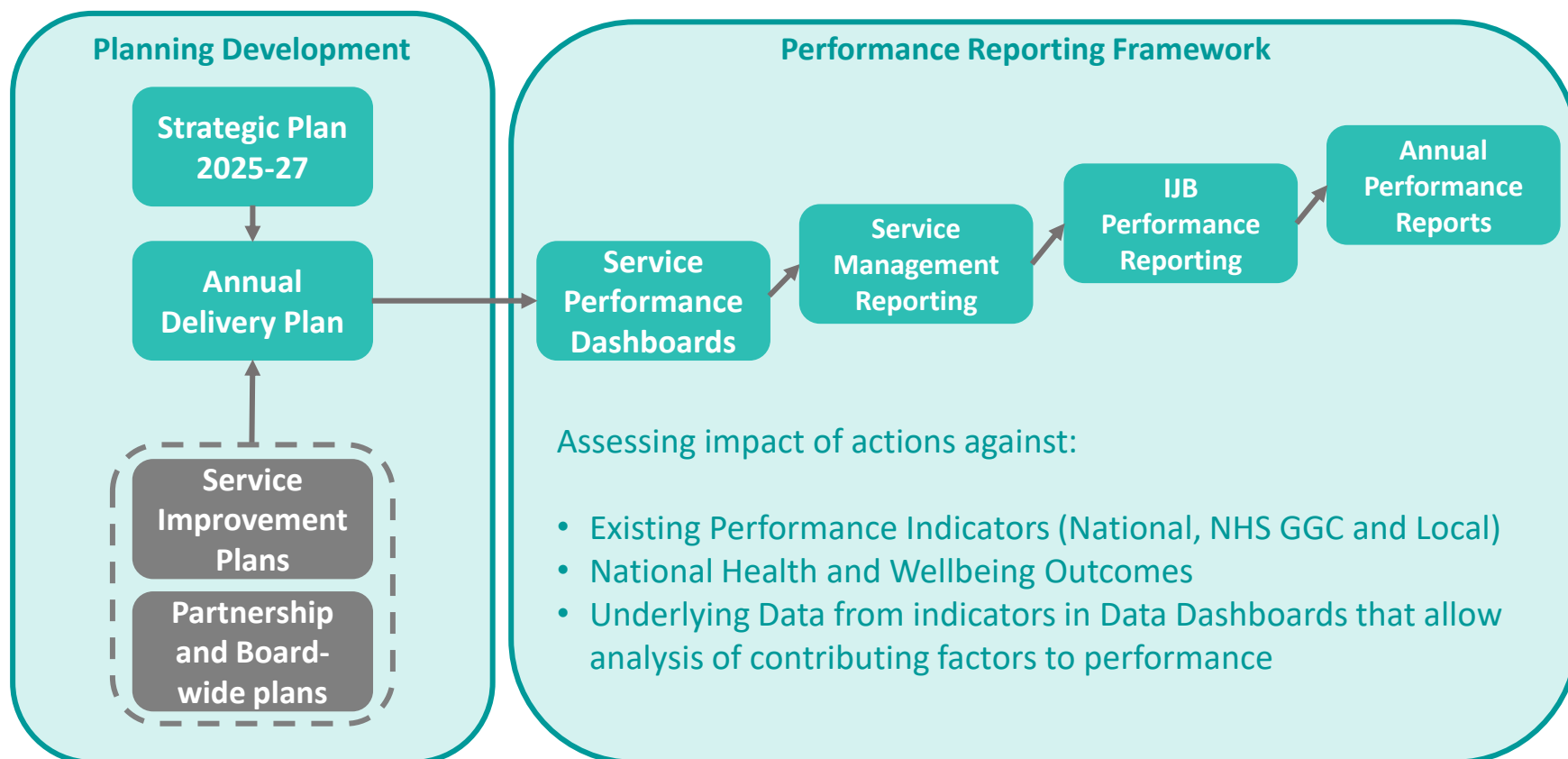
Monitoring our progress



Monitoring and evaluating our progress

Measuring the impact of our Plan

Our approach to performance monitoring, highlighting the steps we take and the tiers of reporting we provide, is shown in the diagram below. This shows the linkages between the refresh of this Strategic Plan, our annual action planning, and performance monitoring that we undertake at a service and IJB level. We are committed to continuously improving our approach to managing our performance.



Publications in Alternative Formats

We are happy to consider requests for this publication in other languages or formats such as large print

Please call: 0141 618 7629

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