

AGENDA ITEM No. 4



Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board	
Held on	13 August 2025	
Agenda Item		
Title	Chief Officers Update	
Summary This report has been prepared to prepare an update on activities of the partnership, provide an overview of local and national developments which impact on the work of the partnership and highlight areas of future focus.		
Presented by	Alexis Chappell, Chief Officer	
Action Required The Integration Joint Board is asked to: <ul style="list-style-type: none"> i. Note the Chief Officers Update. ii. Agree that a One Year Delivery Plan and Financial Recovery Plan will be brought to September IJB for approval. iii. Agree the introduction of people stories to demonstrate the impact of the partnerships activities on lives of people of East Renfrewshire. 		
Directions <input checked="" type="checkbox"/> No Directions Required <input type="checkbox"/> Directions to East Renfrewshire Council (ERC) <input type="checkbox"/> Directions to NHS Greater Glasgow and Clyde (NHSGGC) <input type="checkbox"/> Directions to both ERC and NHSGGC	Implications <div style="display: flex; justify-content: space-between;"> <div> <input type="checkbox"/> X Finance <input type="checkbox"/> Policy <input type="checkbox"/> Workforce <input type="checkbox"/> X Equalities </div> <div> <input type="checkbox"/> Risk <input type="checkbox"/> Legal <input type="checkbox"/> Infrastructure <input type="checkbox"/> Fairer Scotland Duty </div> </div>	

EAST RENFREWSHIRE INTEGRATION JOINT BOARD**13 August 2025****Report by Chief Officer****Chief Officers Update****PURPOSE OF REPORT**

1. This report has been prepared to prepare an update on activities of the partnership, provide an overview of local and national developments which impact on the work of the partnership and highlight areas of future focus.

RECOMMENDATIONS

2. The Integration Joint Board is asked to:
 - i. Note the Chief Officers Update.
 - ii. Agree that a One Year Delivery Plan and Financial Recovery Plan will be brought to September IJB for approval.
 - iii. Agree the introduction of people stories to demonstrate the impact of the partnership's activities on lives of people of East Renfrewshire.

BACKGROUND

3. This is the first chief officers report. As the new Chief Officer in post, I intend to provide a personal update to each Board with the purpose of summarising key activities of the chief officer and partnership and our delivery upon our strategic and fiscal ambitions, providing an overview of local and national developments which impact on the work of the partnership and highlight areas of future focus.

REPORT

4. As will it always be, the Chief Officer report starts with recognition and gratitude for all those working in health and social care across all roles and sectors, whether paid or unpaid who continue to work together to support people stay safe, well and independent.
5. Health and Social Care is about people. It is about improving the outcomes, experiences, and wellbeing of people, their families, carers, and our workforce. It is also about partnership and it's about building and strengthening our relationships within our partnerships so that we can build trust and opportunities for collaboration, which ultimately benefit individuals, carers and our workforce.
6. During the last eight weeks, I have had the privilege of meeting a range of staff across partnership, board and partners across East Renfrewshire, NHS Glasgow and Clyde and in Voluntary Sector. In my first weeks my priority has been to be visible and engaged as a leader and take the time to listen, learn, connect and build relationships.

7. I have been hugely impressed by the dedication, commitment and resilience of our workforce. There is a shared ambition towards delivering person-centred, outcome focused, high-quality services and working collaboratively with compassion, kindness and ambition to do this.
8. It's that shared value base which connects us and provides a brilliant foundation for our future together and through this enable everyone in East Renfrewshire to thrive, flourish and live well.

Our Workforce and Our Outcomes

9. A key reflection from all the discussions, staff feedback and visits to date has been the value of senior leadership visibility and engagement and the value of learning and development.
10. To that end, I am launching during August *Coffee with Alexis and a Day in the Life of ...*, which is a regular schedule of engagement, discussion and visiting services across the partnership and with partners and *A Day in the Life of a Chief Officer*, which is an opportunity for staff to shadow the Chief Officer and Heads of Services. Future Chief Officer reports will highlight learning from the engagement and visits.
11. Over the next month, my intention is to work with professional leads, trade unions, care sector and 3rd sector to consider our workforce plans and our approach to equity, inclusion and diversity, taking learning from both NHS GGC and East Renfrewshire Council Workforce plans and best practice. An update and next steps will be provided at September IJB on progress.
12. A further key reflection has been on demonstrating the impact of the partnership's activities on people of East Renfrewshire and across greater Glasgow and Clyde, what matters to people and how we are continuously learning based on feedback received. To that end, it's proposed to bring people stories to each Integrated Joint Board and to work with colleagues across the sector to do this, to support a collaborative approach across health and care and across all sectors. The first people story is at the Partnership today.
13. A final reflection is the value of 3rd and care sector. We have an excellent 3rd sector in East Renfrewshire and across Greater Glasgow and Clyde who are committed to working together to deliver positive outcomes for people of East Renfrewshire and Greater Glasgow and Clyde. As we go forward, my aim is to work with colleagues in Voluntary Action East Renfrewshire and Care sector to tell the story of how the 3rd sector and care sector are supporting delivery on our outcomes. An update will be provided at September IJB.

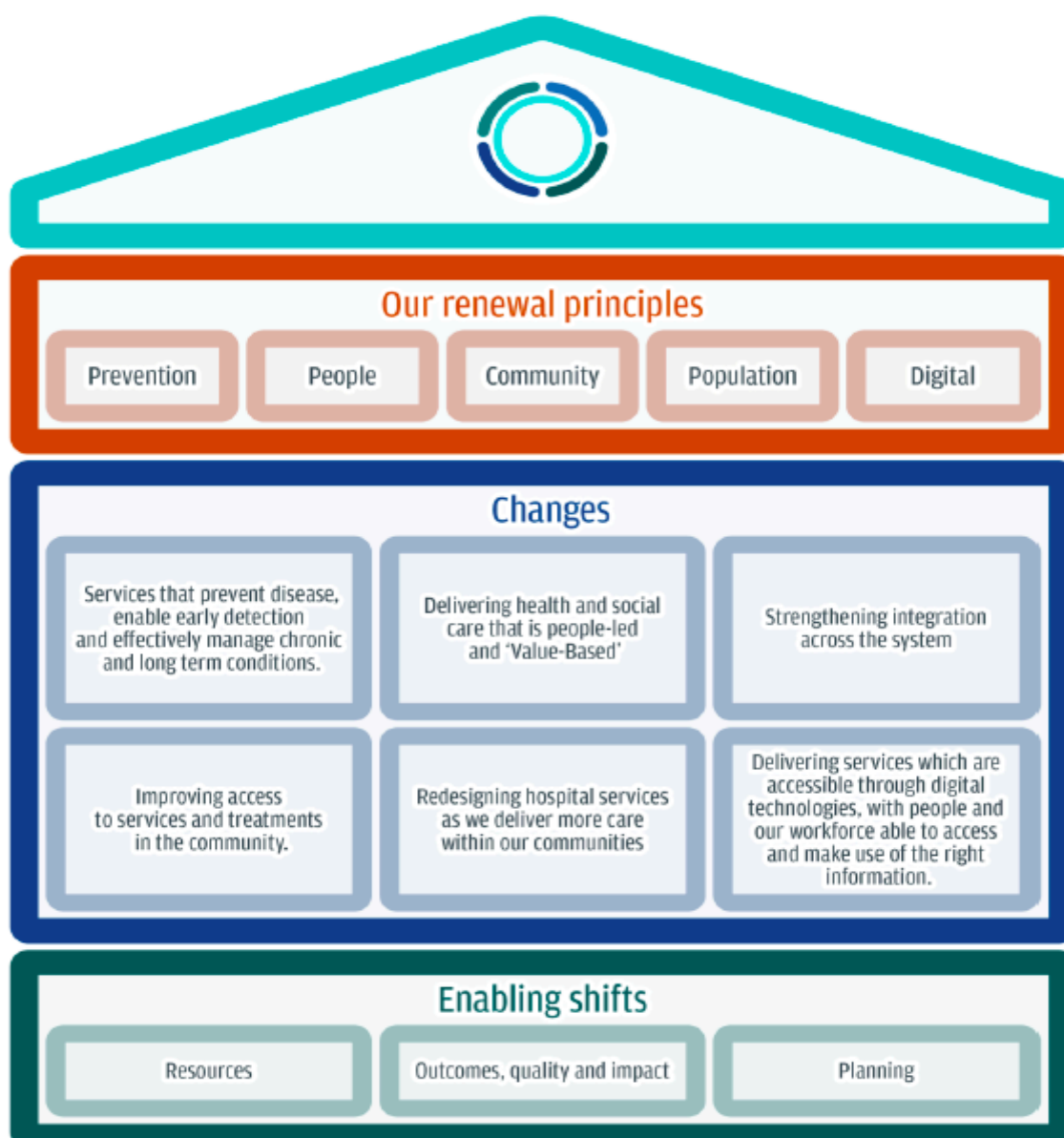
Local and National Policy and Legislation Implications

14. During the last few weeks there have been several legal and policy launches which have implications for East Renfrewshire Health and Social Care Partnership and how we plan and practice. As the landscape is evolving, I have used the Chief Officer report to summarise the frameworks, their themes for the Integrated Joint Board and our next steps.

15. For children, young people and adults, the Breastfeeding and Infant Strategic Framework, Children (Care, Care Experienced and Services Planning) (Scotland) Bill, National Transitions to Adulthood Strategy for Young Disabled People, Tackling child poverty - six priority families' concept: overview and guidance, Social Care (Self-directed Support) (Scotland) Act 2013: updated statutory guidance, and the Care Reform (Scotland) Act 2025, Scotland's Trafficking and Exploitation Strategy 2025, Polypharmacy Prescribing Guidance, were introduced throughout June and July.
16. These documents highlight and support our local focus on: -
 - ✓ Upstream prevention - Promotion of healthy ageing, upstream prevention, and nature-based wellbeing.
 - ✓ Protection and Safety - Protection and safety of children, young people and adults with a focus on prevention of harm and trauma informed practice.
 - ✓ Person Centred and Shared Decision Making - Values based and relationship based personalised and compassionate care with multi-disciplinary teams working holistically together around people to enable integrated personalised care planning, improved health and wellbeing and safety of individuals.
 - ✓ Equity and Inclusion - Promotion of early years health equity, tackling intersectional disadvantage and inequality, and a recognition of care experience as a protected characteristic.
 - ✓ Rights, Voice and Advocacy - A focus on co-production, choice and the voice of individuals in planning of their care and support.
 - ✓ Digital innovation, data led intelligence and record sharing - Emphasis on using digital and data to drive improvement and equity and supports digital integration in relation to records.
 - ✓ Integrated Planning - Having a strong alignment across health, education, social care, and third sector towards shared purpose, connection and focus through our strategic planning, governance and accountability.
17. I also want to draw attention to the Chief Medical Officer's annual report 2024-2025: Realistic Medicine - Critical Connections. The principles and themes highlighted above also key learning, but in addition the report supports and emphasises the significant of human connection, relational continuity in care and advocacy of careful, kind and personalised care as well as upstream prevention and system renewal.
18. The focus in these new policies underpinned and supported through the launch of the Health and Care Health and Care Service Renewal Framework 2025 – 2035, Scotland's Population Health Framework (2025 – 2035), Public Service Reform Strategy: Delivering for Scotland, Fiscal Sustainability Delivery Plan, which were also launched during June and July.
19. Figure 1 and 2 below provides a summary of what the framework aims to achieve.



20. Figure 2: Health and Social Care Service Renewal Framework



21. The frameworks provide an opportunity for the partnership to take stock, reflect and consider how we co-design as one system, one place and one workforce to enable and

deliver meaningful and long-lasting outcomes for our people and communities, so that people can thrive, flourish and live well.

22. As part of this stocktake, it's important consider, in particular, what the renewal framework, public sector reforms and fiscal sustainability delivery plans means for our priorities, current and future strategic plans, financial position, governance and alignment with A Place to Grow, NHS Greater Glasgow and Clyde Transformation and East Renfrewshire Council strategic plans.
23. To do this, it's planned to use the forthcoming Integrated Joint Board development session and the HSCP Strategic Planning Group as key places to provide a briefing and work collaboratively with Board Members and partners to enable the stocktake and collectively consider opportunities, priorities and how we move forward together.

One Year Delivery Plan and Financial and Governance Framework

24. As set out in the policy overview above, we are operating in an evolving policy and financial landscape, but also one full of significant opportunity for the future of East Renfrewshire, Greater Glasgow and Clyde and the promotion of health and wellbeing.
25. My priority that we have a culture in which our developments are collaborative, engaging and feel meaningful to all involved and in particular positive co-production with individuals, carers, our workforce and partners ensure voices of people, workforce and partners are central to how we move forward.
26. It's recognised to enable people to thrive, flourish and live well but within our financial resource available, it's important that we take time to meaningfully engage and co-design an operating model and strategic framework with individuals, carers, our workforce, partners and communities to do this. The developments planned in August as highlighted in point 21 are the key starting point.
27. In meantime, it's recognised that the health and care partnership currently has several actions underway following on from our strategic plans, performance related actions, workforce plans, governance and financial recovery to deliver on our performance, governance and financial objectives over the next year. These were articulated in June 2025 IJB and are covered in the Chief Finance Officer update at the IJB today, noting the financial position of the IJB.
28. To have maximum impact we need to prioritise our activities and resources against our strategic, tactical and operational priorities. To do this, I plan to develop a combined one-year delivery plan and accompanying financial recovery and governance framework for 2025 to 2026 which brings together our plans, activities and actions into one combined delivery plan and accompanying financial recovery plan, governance framework and cycle of business.
29. By bringing together our planning, performance, financial, governance and delivery frameworks, we are better positioned to respond to local needs, make informed decisions, and build a resilient, inclusive, and sustainable health and social care system in which everyone can thrive, flourish, live well and belong.
30. The Integrated Joint Board and Strategic Planning Group planned throughout August will support the development of the combined delivery plan and financial recovery

framework alongside implementation of service specific budget and performance clinics, dedicated service development sessions and review of our current plans and actions.

31. It's proposed to bring the one-year delivery plan, financial recovery plan and combined governance framework to September Integrated Joint Board for approval.

IMPLICATIONS OF THE REPORT

Finance

32. There are no financial implications of this report. The purpose of developing a one year combined plan with an accompanying financial framework plan to ensure that the partnership is focused on delivery of our priorities and fiscal responsibilities.

Equalities

33. An Equality Fairness and Rights Assessment will be undertaken to inform the one year combined delivery plan and accompanying financial and governance frameworks. Core to our work is a focus on equity, inclusion and tackling inequalities and the EFRIA will ensure that this informs our activities.

Workforce

34. By focusing on visible leadership, engagement and reflecting on our workforce plans, its aimed that our workforce feel valued, listened to and supported to deliver high quality services and support.

DIRECTIONS

35. There are no directions arising as a result of this report.

RECOMMENDATIONS

36. The Integration Joint Board is asked to:
- iv. Note the Chief Officers Update.
 - v. Agree that a One Year Delivery Plan and Financial Recovery Plan will be brought to September IJB for approval.
 - vi. Agree the introduction of people stories to demonstrate the impact of the partnerships activities on lives of people of East Renfrewshire.

REPORT AUTHOR AND PERSON TO CONTACT

Alexis Chappell, Chief Officer
alexis.chappell@eastrenfrewshire.gov.uk

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