



Renfrewshire
Health & Social Care
Partnership

Renfrewshire Integration Joint Board

Annual Accounts Summary 2020/2021



Introduction

This publication provides a summary of the financial position for Renfrewshire Integration Joint Board (IJB) for the year ending 31 March 2021.

This summary is based on the information in the full version of the accounts. For the purposes of this statement some modifications have been made to provide easier to understand and meaningful information. The full accounts have been independently audited by Audit Scotland and certified as reliable. A full copy of the 2020/21 audited accounts is available on our website - www.renfrewshire.hscp.scot/Annual-Accounts.

Faced with the ongoing global COVID-19 pandemic the IJB has sought to deliver, where possible, against its Strategic and Financial Plans. However, the reality of COVID-19 resulted in significant disruption to the delivery of these plans, the impact of which is expected to continue throughout 2021 and beyond. As the new financial year progresses and the world emerges from the unprecedented challenges of COVID-19, the IJB looks forward to a phase of recovery and renewal, supporting our communities through these most trying of times.

Sarah Lavers

Sarah Lavers
Chief Finance Officer
Renfrewshire Health & Social Care Partnership

Financial Performance

The Financial Year 2020/21 was an unremitting year for public services. Budgetary restraints and financial pressures linked to reducing resources, a changing demographic and increased demand for services were compounded by the ongoing COVID-19 pandemic and the associated emergency response. In addition, COVID-19 impacted the IJB's delivery of its Medium Term Financial Plan, requiring a re-evaluation and reprofiling of the delivery of approved in year savings, and our transformational changes were disrupted and delayed.

Through regular updates to the IJB from the CFO and by ensuring decisions made throughout 2020/21 were taken to support medium and long-term financial sustainability, the IJB delivered a significant underspend in 2020/21. This was achieved through a combination of:

- Flexible use of recurring and non-recurring resources
- Drawdown of earmarked reserves in order to deliver on specific commitments including, for example, Primary Care Improvement Plan (PCIP) and Alcohol and Drug Partnership (ADP)
- Delivery of approved savings through the Change and Improvement Programme; and other operational efficiencies which delivered a significant underspend in 2020/21 reflecting the impact of COVID-19 on some areas of activity including: recruitment to key posts; the effects of the pandemic on Older People's Care Home admissions; reduction in prescribing costs.
- Funding in advance of need, e.g. ongoing requirement for PPE and the potential for additional staffing costs and support to social care providers.

Resources Available to the IJB 2020/21

Renfrewshire IJB delivers and commissions a range of health and adult social care services to the population of Renfrewshire. This is funded through budgets delegated from both Renfrewshire Council and NHSGGC. The resources available to the IJB in 2020/21 to take forward the commissioning intentions of the IJB, in line with the Strategic Plan, totalled £335.392m.

Included within the Resources Available to the IJB is a 'Large Hospital Services' (Set Aside) budget totalling £64.738m. This budget is in respect of those functions delegated by the Health Board which are carried out in a hospital within the Health Board area. The Set Aside resource for delegated services provided in acute hospitals is determined by analysis of hospital activity and actual spend for that year.

For 2020/21 the actual figures for Set Aside increased. The impact of COVID-19 resulted in a reduction in activity however this reduction in activity was offset by an increase in additional expenditure. The additional expenditure was predominantly as a result of additional staff costs, increased beds, additional cleaning, testing, equipment and PPE. The costs associated with COVID-19, that are included within the Set Aside total, were £43m for NHSGGC. These costs were fully funded by the Scottish Government.

Summary of Financial Position

Throughout 2020/21, the CFO's budget monitoring reports to the IJB projected an underspend, prior to the transfer of year end balances to General and Earmarked Reserves at the financial year end. This included the transfer of specific ring-fenced monies (including Scottish Government funding for: Primary Care Improvement Plan, Mental Health Action 15 and Alcohol & Drug Partnership monies) in line with Scottish Government guidance.

As detailed in the following tables the IJB's final outturn position for 2020/21 was an underspend of £8.396m, (prior to the transfer of year end balances to Earmarked and General Reserves) including the net impact of delivering additional services as part of the IJB's response to COVID-19, and for which additional funding was provided by the Scottish Government at regular intervals.

	Year End Outturn (prior to the transfer of balances to Reserves)	Year End Outturn
Total Renfrewshire HSCP (excluding COVID-19)	Underspend £6.078m	Breakeven
Other Delegated Services	Underspend £0.0285m	Underspend £0.0285m
TOTAL	Underspend £6.363m	Underspend £0.0285m
COVID-19	Underspend £2.033m	Breakeven
TOTAL (inclusive of COVID-19)	Underspend £8.396m	Underspend £0.0285m

Final HSCP Outturn Position 2020/21

Care Group	Revised Budget	Spend to Year End (before movement to reserves)	Revised Variance
	£000's		
Adults and Older People	56,176	54,455	1,721
Mental Health	26,130	25,208	922
Learning Disabilities	17,579	17,245	334
Children's Services	6,482	5,943	539
Prescribing	36,926	35,814	1,112
Health Improvement and Inequalities	983	790	193
Family Health Services	53,358	53,351	7
Resources	9,099	8,438	661
Hosted Services	11,399	10,810	589
Resource Transfer	-	-	-
Social Care Fund	-	-	-
Set Aside	64,738	64,738	-
NET EXPENDITURE (before delegated services)	282,870	276,792	6,078
Other Delegated Services	1,051	766	285
NET EXPENDITURE before COVID	283,921	277,758	6,363
COVID-19	21,670	19,637	2,033
NET EXPENDITURE	305,591	297,195	8,396

The IJB's response to COVID-19 in 2020/21, accounts for £2.033m of the overall underspend position. This reflects funding in advance of need which has been placed in an earmarked reserve to address COVID-19 expenditure commitments in 2021/22.

Beyond this, there are a number of reasons for the HSCP operational underspend of £6.078m this year, and these include:



Employee costs underspend £2.997m: reflecting ongoing challenges in terms of recruitment and retention issues across all service areas. For a wide range of posts we have tried to recruit on a number of occasions but have been unsuccessful due to availability of the skills mix required within the workforce market, especially in the current pandemic. These are issues that are being faced by IJBs across Scotland, not only in Renfrewshire.

Prescribing: underspend £1.112m: Prescribing volumes were lower throughout 2020/21 than in previous years reflecting changes to GP appointments caused by COVID-19. This helped to negate the impact of higher prices due to short supply. The IJB also saw a higher than expected return from discounts and rebates which contributed to the overall financial position.



Care Home Placements: underspend £2.376m: the Care Home budget delivered a significant underspend in 2020/21 reflecting the impact of COVID-19 on the ability of care homes to take new admissions. As a result of outbreaks and infection control issues within the care homes, along with greater numbers of clients choosing to remain at home for longer, occupancy levels for 2020/21 were 13.6% below those of the previous year.

Transport / Supplies Budgets: underspend £0.947m: this underspend is reflective of services operating at a reduced capacity throughout the past year.



Care at Home: overspend of (£1.751m): spend within care at home has continued to increase year on year as the service continues to support delayed discharges and demand. In addition, the current pandemic has seen an unprecedented increase in sizeable care at home packages significantly impacting an already pressured budget.

A Profile of Renfrewshire

A full profile of Renfrewshire IJB is set out in the Strategic Plan. Some of the key population characteristics include the following:



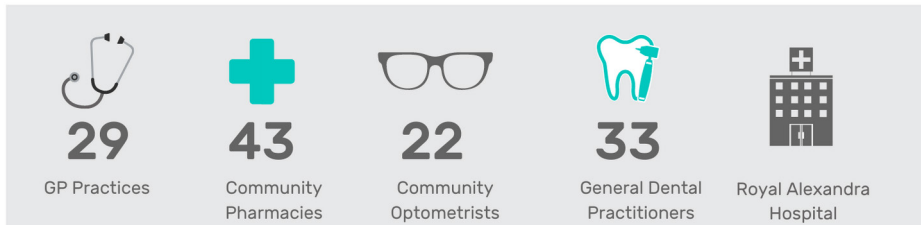
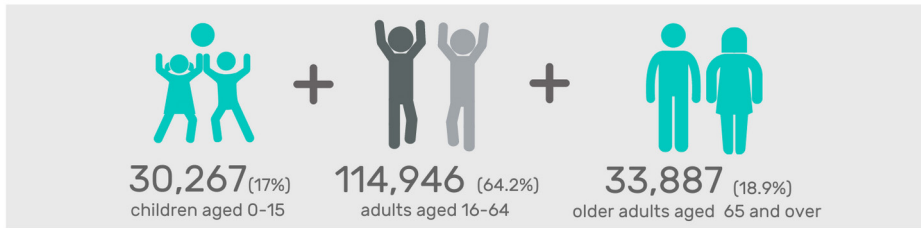
Renfrewshire Population

179,100*

(2019 National Records of Scotland), which is 0.7% increase from previous year



It comprises of:



* most recent update from NRS, 2020 data not yet available

HSCP Services in 2020/21

Renfrewshire HSCP sought to continue existing services wherever possible throughout the pandemic, adapting to reflect the most effective and appropriate way of working with patients and service users. We also developed a range of additional services as part of the COVID-19 response:



HSCP service delivery during 2020/21



4.1 million
masks



3.5 million
aprons



13.5 million
gloves



19,000 litres
hand sanitiser



2,310
LFT test kits



40,770
Flu vaccines



776 contacts
Hear for You
helpline



699,545 hours
Care at home



234,647
Community
meals



3,122 GP
NearMe video
consultations



77,804 doses
COVID-19 vaccines



1,034 referrals
to neighbourhood hubs



3,285 people
seen at COVID-19
Community
Assessment Centre



60,995 calls
handled by District
Nursing Single Point of
Access service



161 support sessions
through Renfrewshire
Bereavement Network



496
Prescriptions
delivered

Renfrewshire's Medium Term Financial Plan (2020/21-2024/25)

The plan outlined the financial challenges and opportunities the HSCP expected to face over that five-year period

- Tier 1 of the model focuses on initiatives designed to address short term-financial pressures.
- Tier 2 is the HSCP's transformation programme, which will enable a strategic approach to the prioritisation of transformational activity, the review of current service provision and the design of future innovative service models.

The Medium Term Financial Plan was completed and approved by the IJB prior to the pandemic.

- Remaining focused on the financial challenges facing the IJB and continuing to ensure decisions are taken to support medium and long-term financial sustainability.
- Continuing to work towards the IJB's agreed strategy to establish its targeted level of general reserves of 2%.
- Prudently progressing 2021/22 financial planning on the basis of a range of funding scenarios from our partner organisations from a reduction of 1% to an increase of 2%.

Medium Term Financial Strategy



[The detailed strategy is available in the full Renfrewshire IJB Audited Accounts 2020/21](#)

Challenges for 2021/22

During the last year the HSCP completed a review of the IJB's Risk Management Framework, which was last approved in November 2017. The review considered the impact of COVID-19 on the IJB's risk management arrangements and its ability to tolerate and effectively manage a higher degree of risk over a prolonged period.

The Risk Management Framework also provides a consistent approach for identifying and managing key risks and issues. In particular, there are a number of financial challenges facing the IJB which have the potential to affect the financial sustainability of the partnership, with consequent impact to service delivery. These challenges continue to be captured and managed through the revised framework.

The key financial risks and pressures for Renfrewshire over the next 12 months include:



Managing Increasing Demand from an Ageing Population



Implementing the recommendations of the Independent Review of Adult Social Care



Delivering the HSCP's Transformation Programme and Savings Proposals



Shortage of key professionals



Prescribing costs
managing what we spend per patient in Renfrewshire



Brexit
The impact of Brexit on the IJB is yet to be fully realised



COVID-19
response and reducing its impact on health inequalities

The full breakdown and all financial information can be found in the complete [Renfrewshire IJB Audited Accounts 2020/21](#)