EAST RENFREWSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP

East Renfrewshire COUNCIL

NHS Greater Glasgow and Clyde

Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board
Held on	27 September 2023
Agenda Item	8
Title	HSCP Savings, Recovery and Renewal Programme

Summary

The purpose of this report is to update the Integration Joint Board on the HSCP Savings, Recovery and Renewal Programme.

Presented by	Lesley Bairden, Head of Finance & Resources (Chief Financial Officer)

Action Required

Members of the Integration Joint Board are asked to note and comment on the progress of the HSCP Savings, Recovery and Renewal Programme

Directions	**Implications**	
☒ No Directions Required	☒ Finance	☒ Risk
☐ Directions to East Renfrewshire Council (ERC)	☐ Policy	☐ Legal
☐ Directions to NHS Greater Glasgow and Clyde (NHSGGC)	☐ Workforce	☐ Infrastructure
☐ Directions to both ERC and NHSGGC	☐ Equalities	☐ Fairer Scotland Duty

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EAST RENFREWSHIRE INTEGRATION JOINT BOARD

27 September 2023

Report by Chief Officer

HSCP SAVINGS, RECOVERY AND RENEWAL PROGRAMME

PURPOSE OF REPORT

1.   The purpose of this report is to update the Integration Joint Board on the HSCP Savings, Recovery and Renewal Programme.

RECOMMENDATION

2.   It is recommended that the Integration Joint Board note and comment on the progress of the HSCP Savings, Recovery and Renewal Programme.

BACKGROUND

3.   The Savings, Recovery and Renewal programme provides information to the IJB across three levels:

- Strategic: projects that cover HSCP wide activity
- Service: projects specific to one area/service
- Operational Deliveries: activities at a service level not related to significant change.

REPORT

4.   Since the last report to the IJB in August the programme has continued to progress. Appendix 1 provides a detailed update on individual projects. By exception the updates in the interim period are detailed below.

5.   **Lessons Learned from the Pandemic –** The intention was always to undertake a formal review of lessons learned during the pandemic and write up an associated closure report. Given the capacity challenges and focus on operational support this was a low priority. The learning from the pandemic has and continues to be embedded across the partnership with examples including hybrid working, adapting and prioritising resources to meet clinical demand, such as the vaccination programmes, and a continued focus on the health and wellbeing of our workforce, our partners and our people. The governance that supports our Savings, Recovery and Renewal Programme has been applied across all projects, our huddles, local resilience arrangements and our extended management team meetings meaning we can flex, prioritise and re-prioritise very quickly to respond to known and emerging issues. With the IJB's agreement we will consider this project closed.

6.   **Supporting People Framework** – Case reviews are ongoing with progress being closely monitored. The revised individual budget calculator has been implemented and practice support sessions with staff continue. The project status has been changed to amber to reflect the significant work required to deliver savings in this financial year and to meet the full recurring saving by April 2024.

7. **Case Recording Replacement System project** – The Invitation to Tender closed on 29th August 2023. The tender evaluation process has begun with the preferred supplier expected to be appointed in October.

8. **Care at Home Review Phase 2** - The project recommenced in August with the team and workstreams approved. The project status has moved from red to amber reflecting the progress made. Regular project board meetings continue to take place monitoring progress including the impact on the savings target.

9. **Learning Disability Development –** the status of project has moved from green to amber as a result of a timing issue with risk assessments from a partner provider. Whilst this has been resolved, plans are being adjusted to ensure no impact on project end date.

10. **Income Generation** - a short life working group has continued to meet to consider income generation opportunities for the HSCP.

11. **Planned Projects** – the appendix reflects the change in planned start dates for these projects due to capacity issues. Preparation work continues and further updates will be brought to the IJB in due course.

12. **Financial Implications** - the savings target for 2023/24 is £7.056 million and Appendix 2 provides a breakdown of the detail showing progress by saving. As previously agreed a broad de-minimus of £50k has been used so that smaller savings are amalgamated.

13. The appendix can be summarised:

Savings Progress	£ million	%
Achieved to date	2.413	34%
On track to be achieved	3.043	43%
At risk of slippage / shortfall	1.600	23%
Total	7.056	

14. If all of the savings identified were delivered in full in the current year there could be a modest over recovery against target of £0.156 million, however the supporting people saving at risk has been reduced by this amount to take a prudent approach. In addition to this adjustment, the achieved savings have increased by £0.483 million, with the equivalent reduction in the savings on track.

15. If all the current at risk savings of £1.6 million were not achieved in year this will need to be met from reserves; the current reserves balance to support delivery of savings is £1.599 million, with a further general reserve of £0.272 million.

16. This would mean there would be very little, if any, useable reserves to meet operational costs above budget. The current year position and associated risk is included in the revenue monitoring report.

CONSULTATION AND PARTNERSHIP WORKING

17. Representation from staff, those who use our services, staffside representatives and partner providers will continue to be invited onto projects as appropriate.

IMPLICATIONS OF THE PROPOSALS

Finance
18.	The 2023/24 savings targets and associated progress will be reported to future meetings as part of this programme.

Equalities
19.	We will undertake Equality, Fairness and Rights Impact Assessments where required.

Risk
20.	There is a significant financial risk should the full savings not be achieved on a recurring basis by 31 March 2024. There remains a capacity challenge to support change and savings delivery, particularly the Supporting People Framework, while maintaining operational service delivery and associated demands.

Workforce
21.	There are no specific workforce issues arising as result of this paper and savings relating to staffing are discussed through our HR Sub-Group, Joint Staff Forum and other appropriate governance.

22.	There are no legal, policy or infrastructure implications arising as a result of this paper.

DIRECTIONS

23.	There are no directions arising from this report.

CONCLUSIONS

24.	The Savings, Recovery and Renewal Programme is continuing to progress and will be reported to each meeting of the IJB.

RECOMMENDATIONS

25.	It is recommended that the Integration Joint Board note and comment on the progress of the HSCP Savings, Recovery and Renewal Programme

REPORT AUTHOR AND PERSON TO CONTACT

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6 September 2023

BACKGROUND PAPERS

IJB Paper: 16 August 2023- Item 10 Savings, Recovery and Renewal Programme
IJB_Item_10_-_16_August_2023.pdf (eastrenfrewshire.gov.uk)

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Appendix 1 - Project Timelines and Summaries as at 06 September 2023

LIVE PROJECTS				
Project	Project Owner	Project Start Date	Project End Date	RAG Status
L1: Reflections and Learning from working during the pandemic	Lesley Bairden/Lee McLaughlin/Tom Kelly and Raymond Prior	August 2021	June 2023	**PROPOSAL TO CLOSE**
L2: Learning Disability Development	Tom Kelly	August 2022	December 2024	**AMBER**
L3: Case Recording System (CareFirst) Replacement	Lesley Bairden	April 2022	October 2024	**GREEN**
L4: Information Governance and Data Cleansing	Raymond Prior	November 2022	October 2024	**GREEN**
L5: Review of Commissioned Services	Margaret Phelps	November 2022	March 2025	**GREEN**
L6: Care at Home Review Phase 2	Julie Murray	July 2023	December 2023	**AMBER**
L7: Supporting People Framework	Tom Kelly, Lee McLaughlin, Raymond Prior	April 2023	March 2024	**AMBER**

PLANNED PROJECTS				
Project	Project owner	Expected Project Start Date	Project End Date	RAG Status
P1: Pre-Payment Cards	Lesley Bairden	October 2023	May 2024	

FUTURE PROJECTS				
Project	Project owner	Expected Project Start Date	Project End Date	RAG Status
F1: Review of Telephony Systems	Lesley Bairden	November 2023	June 2024	

LIVE PROJECTS SUMMARY

Project Title	L2 – Learning Disability Development
Project Owner	Tom Kelly
Purpose - what do we want to achieve	• To undertake an extensive review of our current approach to supporting those who use our Learning Disability support services and introduce a modern integrated service that puts the needs of those who use our services at the heart of what we do, whilst identifying viable and sustainable options for creating efficiencies in service provision. • The project will encompass a review of the overnight support service ('sleepovers'), facilitating a fresh assessment of overall support needs, and looking at ways of utilising modern technology to provide personalised support alternatives, introducing less intrusive and more efficient methods of meeting assessed need and managing more successful and fulfilling outcomes. • The project will also build upon the work carried out in relation to Phase 1 of the remobilisation of day opportunities following the enforced COVID-19 service suspension of these services. The review will provide the opportunity to assess how the reintroduction of both building based and outreach services can be individualised, and provide a better fit with a modernised integrated Learning Disability support service.
Expected Outcomes – Non financial	• Ensuring those that who use our learning disability service are supported and encouraged to thrive with enhanced day opportunities • The creation of a modern, integrated and efficient support service
Expected Outcomes – financial	Indicative savings are: • 2022/23: £200k (not achieved) • 2023/24: £300k (£219k achieved to date) • 2024/25: £100k (£8k additional full year effect)
Current Update	• Project has strong crossover aims with Commissioning Services Project. Ongoing monitoring to ensure there is no duplicate recording of savings • All LD reviews carried out under SPF will be controlled and reported under the Learning Disability Development project • Project experienced delay in relation to engaging partner provider to carry out risk assessments – full engagement now restored and work back underway which will re-focus savings achievement. • Above issue has impacted timescales, hence movement to amber RAG status. Work underway to get project back on track ensuring no requirement to request overall timeline extension.
Next Steps	• Reviews will continue to be undertaken • Training continues for Community Pathways Team for SSSC registrations • Ongoing liaison with partner provider regarding monitoring and future use
RAG Status	AMBER
Timeline	18 August 2022 – 16 December 2024

Project Title	**L3 - Case Recording System Replacement**
Project Owner	Lesley Bairden
Purpose - what do we want to achieve	• The HSCP Case Management solution is the mechanism by which HSCP staff record and capture information relating to those who use our services. • To procure and implement a new comprehensive case management solution for the recording and management of service user information and case recording within all aspects of Social Work managed by the HSCP
Expected Outcomes – Non financial	• A system that can be accessed and updated from anywhere on any device • Lean and person centred recording processes • Data as an asset- using data available to drive future service improvement
Expected Outcomes – financial	Indicative savings are: • 2024/25: £75k • 2025/26: £75k
Current Update	• Invitation to Tender (ITT) closed on 29 August 2023 • Tender Evaluation Panel now finalised and work commenced on evaluating and scoring each tender. • Mandatory CHI number tracking went live at 31 July, and has greatly helped in eliminating duplicate cases – 'missing' CHI number now in low double figures and work is ongoing to eradicate as far as possible
Next Steps	• Tender Evaluation due to complete on 31 October 2023, at which point we anticipate appointing a preferred bidder. • Implementation work will follow on from this in conjunction with preferred supplier, who will be invited to join Project Board as Senior Supplier. • Project Team Recruitment Phase 2 will commence in relation to planned System Implementation resource.
RAG	**GREEN**
Timeline	20 April 2022 – 31 October 2024

Project Title	L4: Information Governance and Data Cleansing
Project Owner	Raymond Prior
Purpose - what do we want to achieve	• Implement a robust approach to information governance across the HSCP ensuring statutory duties are met • Embed good information governance practices into business as usual activity • Ensure staff have the training and information to manage associated risk accordingly • Fully prepared for a transition to a new case recording system and online collaboration tools such as One Drive.
Expected Outcomes – Non financial	• HSCP has a defined approach to information governance • HSCP processes are reviewed to ensure information governance requirements are adhered to • Reduced risks of data breaches and potential Information Commissioner fines
Expected Outcomes – financial	• There are no expected financial outcomes as a result of this project.
Current Update	• Phase 1 (physical files and records) review continues • Focusing on files on disc and floppy discs • St. Andrew's House file review continues • Archives not due for deletion moved to Thornliebank • Phase 2 review work (electronic files) now started • Organising electronic records · Saving files on I-Drive • Home Care Diaries Archives Review now started · Organising old diaries in order · New diaries are being scanned and saved into document hub from 1st Sept, 2023
Next Steps	• Complete Thornliebank physical files review with focus on files on CDs and DVDs • Complete Phase 2 review work (electronic files) • Organise electronic records • Saving files on I-Drive · Review and list Scan Files • Complete the review of files at St. Andrew's House • Complete Home Care Diaries Archives Review • Focus on Indexing and logging old diaries location • Relevant staff to be identified to undertake Information Asset Register (IAR) Training
RAG	**GREEN**
Timelines	16 November 2022 – 31 October 2024

Project Title	L5: Review of Commissioned Services
Project Owner	Margaret Phelps
Purpose - what do we want to achieve	• To review a number of arrangements to ensure we are maximising all framework and contractual opportunities
Expected Outcomes – Non financial	• Resilience in local partnership working
Expected Outcomes – financial	An indicative saving of: • 2022/23 - £75k (achieved) • 2023/24 - £225k (£82k achieved to date) • 2024/25 – £500k (£1k additional full year effect achieved)
Current Update	• Continue to monitor project in line with Supporting People Framework (SPF) • Agreement that reviews will be carried out under SPF, project will focus on review of grant funding • The timing of project boards has been revised given the focus on Supporting People and the board meet as issues and timetable dictate. • Project aims remain on track
Next Steps	• Refocus of work streams in light of Supporting People Framework continues
RAG	GREEN
Timelines	November 2022 – March 2025

Project Title	**L6: Care at Home Review Phase 2**
Project Owner	Julie Murray
Purpose - what do we want to achieve	- Structure redesign - Defined offering to the external market place - An operating model that is effective and efficient - Care at Home and Telecare services aligned and cross service opportunities maximised
Expected Outcomes – Non financial	A sustainable, resource and cost efficient operating model
Expected Outcomes – financial	Indicative savings are: 2022/23 - £100k (not achieved) 2023/24 - £200k 2024/25 - £200k
Current Update	- Project was delayed due to competing services pressures, now formally restarted - Project team identified and work streams approved by Project Board, scope includes review of brokerage model and absence management. - Fortnightly Project Board meetings continue to take place to monitor progress and push forward targeted outcomes and benefits realisation. - Recent progress in project establishment has moved RAG status from red to amber
Next Steps	Continue to progress work-streams as noted above and accelerate the pace of benefits delivery.
RAG	**AMBER**
Timeline	July 2023 to December 2023

Project Title	L7 – Supporting People Framework
Project Owner	Tom Kelly, Lee McLaughlin, Raymond Prior
Purpose - what do we want to achieve	• To adopt a formalised eligibility criteria for social care in response to the highly challenging current financial position facing the HSCP • To carry out reviews of care packages across all services to identify savings and efficiencies where possible
Expected Outcomes – Non financial	• Streamlined and uniformed approach to assessment and service provision based on need.
Expected Outcomes – financial	• 2023/24 - £3.4m (£86k to date with £164k full year effect)
Current Update	• Project Board and Project Team established with progress being closely monitored • Case reviews ongoing with staff identified to support this • Practice support sessions in place for staff involved in reviews • Specific sessions set up to support Care at Home reviews • Reporting work commenced with service areas and finance staff • Revisions to individual budget calculator has now gone live • Integration of Individual Budget Calculator to Adult Services Assessment goes live on 01 October 2023 – training currently taking place on this.
Next Steps	• Fortnightly update to SMT on progress, risks and issues
RAG	AMBER
Timeline	April 2023 to March 2024

PLANNED PROJECTS

Project Title	P1- Pre-Paid Cards
Project Owner	Lesley Bairden
Purpose - what do we want to achieve	• Explore the technology and governance required to introduce new functionality and processes for payment disbursement. • The improved mechanism would be utilised for various purposes such as crisis grants, imprest accounts and petty cash. • Reduce cash handling by staff where appropriate to do so.
Expected Outcomes – Non financial	• More efficient process for issuing money for example to Foster Carers to buy necessary items for an emergency placement • Potential reduction in business support time managing and overseeing petty cash and imprest accounts • A more resilient process for issuing money in an emergency situations
Expected Outcomes – financial	• Potential financial savings are unknown at this stage
Current Update	• Further information gathered on pricing and supplier capacity • Discussions concluded with ERC Business Operations & Partnerships/Education Services on shared participation in existing/updated emergency payments system • Project Brief is being finalised
Next Steps	• Submit Project Brief to SR&R Board for consideration/approval - October 2023
Timelines	October 2023 – May 2024

FUTURE PROJECTS

Project Title	F1 – Review of Telephony Systems
Project Owner	Lesley Bairden
Purpose - what do we want to achieve	• Delivery of a unified telephony system that supports and enhances service delivery • A telephony system that supports hybrid working and future technological developments • Access to telephony and communications data reports
Expected Outcomes – Non financial	• A modern, flexible telephony and communications system • Technology that support hybrid working and enables further integration across health and social care • A solution that enables HSCP to provide a better experience for those who contact the partnership • Access to data which enabling HSCP to understand telephony data, demands and trends that can be used to influence future service redesign
Expected Outcomes – financial	• Potential savings not known at this stage
Next Steps	• Continue ongoing fact-finding work on existing telephony architecture – pursuing liaison with NHS IT to create better understanding of existing network set-up • Development of project brief documentation – aim to submit November 2023 for consideration
Timelines	November 2023 –January 2025

CLOSED PROJECT SUMMARY

Project Title	**L1 - Reflections and Learning from working during the pandemic**
Project Owner	Mairi-Clare Armstrong
Purpose - what do we want to achieve	• To capture lessons learned over the pandemic period from the required changes to working practices across the HSCP due to the necessity to facilitate home-working, social distancing impact in relation to contact with patients and those who use our services; and the impact of communicating to a remote workforce during a time of significant change. • To disseminate which of these changes created a positive impact, and how these may be incorporated into general working practices post-pandemic.
Expected Outcomes – Non financial	• The creation of a clear and detailed illustration of lessons learned for consideration as to how the experiences of the last two and a half years can provide the foundation for accelerating the pace of change in the Recovery and Renewal Programme across all projects. • The establishment of a clear framework by which all existing and emerging projects can refer to when scoping potential improvements and efficiencies related to the project, and ensure that these proven advances are embedded into project thinking where appropriate. • Assist in future achievement of efficiencies in projects within the Savings, Recovery and Renewal Programme • Engaging and collaborating with the workforce to design services for the future
Expected Outcomes – financial	• There are no expected financial outcomes as a result of this project.
Current Update	• Learning from the pandemic has and continues to embedded across the partnership • Due to capacity issues and the focus on operational support the final report has not been completed • Lessons learned from the pandemic include increased flexibility of the workforce, importance of supporting the health and wellbeing of our staff, our partners and people. Our governance and reporting structures implemented of the pandemic have enabled us to respond quickly to known and emerging issues, an approach that is still used. • It is proposed to now formally close this project
Next Steps	
RAG Status	**Project closure proposed**
Timeline	August 2021 to June 2023

Analysis of Savings Delivery   **Appendix 2**

Saving	2023/24 Funding Gap £'000	Savings Achieved £'000	Remaining Balance		Comments
			On Track £'000	At Risk £'000	
HSCP Wide Savings					
Review of Commissioned Services	225	82	143	-	Work in progress - actual to date achieved tbc
Further Funding Expected on Pay Award	261	261	-	-	Awaiting confirmation of funding
Living Wage on Pay element of contracts rate only	148	148	-	-	Agreed as part of budget and adjustment applied
Limit Use of Support Services to contain cost pressures	219	-	219	-	Actions to be confirmed to move towards SLA Capacity concern
Supporting People Framework	3,400	86	2,464	694	New framework in place, action plan in progress - potential risk around timing of saving. £164k full year effect.
Structure Proposals	928	410	149	369	Timing of saving at risk, work ongoing to refine across Childrens and Adults
Allocate Turnover Target 1%	200	200	-	-	All NHS staffing budgets now include turnover target saving
Learning Disabilities					
Sleepover Review	150	132	18	-	Work in progress - actual to date achieved tbc
Supported Living	130	87	43	-	Work in progress - actual to date achieved tbc
Intensive Services					
Efficiencies from Care at Home Scheduling System	75	5	-	70	Efficiencies being reviewed with a view to reducing Agency costs/budget
Care at Home Review Phase 2	200	-	-	200	Structure proposals drafted
Review of Vacant posts and Associated running costs	179	90	-	107	Vacant posts deleted, balance at risk of timing delay
Children and Families					
Review of Connor Road funding	60	-	-	60	Ongoing discussions with ERC on future service model
Family Functional Therapy	52	52	-	-	Service discontinued, alternative model in place.
Residential Costs - review of Care options	226	219	7	-	Activity under way - monitoring ongoing
Health Improvement - review of service to rationalise	50	-	-	50	Timing of saving at risk
Trauma Informed Practice	-	50	-	-	Service model in place - vacancy deleted
Finance and Resources					
Review of Structure and Processes	296	296	-	-	All savings identified have been achieved, work continues to identify further savings
Localities					
Rehab Team Mini Restructure	61	-	-	-	Saving no longer achievable - alternatives identified and delivered
Eastwood localities Team - Mini Restructure	53	-	-	-	Saving no longer achievable - alternatives identified and delivered
Review of Vacant posts and associated Running Costs	28	150	-	-	On track vacant posts and running cost efficiencies achieved, further post in October, includes alternative savings for non achievement above
District Nursing - Vacancy Management	50	-	-	50	Timing of saving at risk
New - Tech Enabled Care	-	80	-	-	Development budget given up
Mental Health and Addictions					
Review of Structure and Care Packages	65	65	-	-	Vacant post deleted and care package costs revised
Sub Total	**7,056**	**2,413**	**3,043**	**1,600**	
		34%	43%	23%	

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