



Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board	
Held on	27 November 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	
<input checked="" type="checkbox"/> No Directions Required	<input checked="" type="checkbox"/> Finance	<input checked="" type="checkbox"/> Risk
<input type="checkbox"/> Directions to East Renfrewshire Council (ERC)	<input type="checkbox"/> Policy	<input type="checkbox"/> Legal
<input type="checkbox"/> Directions to NHS Greater Glasgow and Clyde (NHSGGC)	<input type="checkbox"/> Workforce	<input type="checkbox"/> Infrastructure
<input type="checkbox"/> Directions to both ERC and NHSGGC	<input type="checkbox"/> Equalities	<input type="checkbox"/> Fairer Scotland Duty

EAST RENFREWSHIRE INTEGRATION JOINT BOARD**22 November 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 September 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. **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.
6. As detailed in the revenue monitoring report we are concerned about the level of saving this will achieve. Significant work over the coming weeks will allow us to better quantify expectations.
7. **Case Recording Replacement System project** – The tender evaluation process was successfully completed within the expected timescales. The next step in the process will be contractual award to the successful bidder. Data cleansing work continues in preparation for transition to a new system.
8. **Care at Home Review Phase 2** – Work remains ongoing and timelines are currently being revised for this project. The board meets weekly to review progress and considerable work has been done to promote the current recruitment campaign which is fundamental to new service models.

9. **Income Generation** - the short life working group will continue to consider income generation opportunities for the HSCP. Case studies and further benchmarking have been requested.
10. **Planned Projects** – the appendix reflects the brief for scoping telephony works will be considered in November and that work on payment cards is now paused as this requires set-up and recurring revenue costs, for which there is no funding source at present.
11. **Financial Implications** - the savings target for 2023/24 is £7.056 million, 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.
12. The appendix can be summarised:

Savings Progress	£ million	%
Achieved to date	2.371	34%
On track to be achieved	3.085	43%
At risk of slippage / shortfall	1.600	23%
Total	7.056	

13. The projected saving for supporting people is unchanged per the information included in the revenue monitoring report.
14. The percent breakdown in the table above remains unchanged however the actual to date has reduced by £42k as non-recurring savings relating to direct payments have been removed from the savings progress, however are included in service projections.
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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1 November 2023

BACKGROUND PAPERS

IJB Paper: 27 September 2023 – Item 8 Savings, Recovery and Renewal Programme

[https://www.eastrenfrewshire.gov.uk/media/9528/IJB-Item-08-27-September-2023/pdf/IJB_Item_08_-](https://www.eastrenfrewshire.gov.uk/media/9528/IJB-Item-08-27-September-2023/pdf/IJB_Item_08_-27_September_2023.pdf?m=638303735211430000)

[27_September_2023.pdf?m=638303735211430000](https://www.eastrenfrewshire.gov.uk/media/9528/IJB-Item-08-27-September-2023/pdf/IJB_Item_08_-27_September_2023.pdf?m=638303735211430000)

Appendix 1 - Project Timelines and Summaries as at 01 November 2023

LIVE PROJECTS				
Project	Project Owner	Project Start Date	Project End Date	RAG Status
L1: Learning Disability Development	Tom Kelly	August 2022	December 2024	AMBER
L2: Case Recording System (CareFirst) Replacement	Lesley Bairden	April 2022	October 2024	GREEN
L3: Information Governance and Data Cleansing	Raymond Prior	November 2022	October 2024	GREEN
L4: Review of Commissioned Services	Margaret Phelps	November 2022	March 2025	GREEN
L5: Care at Home Review Phase 2	Julie Murray	July 2023	June 2024	AMBER
L6: 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	n/a – see below		

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	L1 – Learning Disability Development
Project Owner	Tom Kelly
Purpose - what do we want to achieve	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<p>Indicative savings are:</p> <ul style="list-style-type: none"> 2022/23: £200k (not achieved) 2023/24: £300k (£169k achieved to date) 2024/25: £100k (£8k additional full year effect)
Current Update	<ul style="list-style-type: none"> CareFirst training completed and pilot for 2 seniors underway. Option 1 reviews to continue monitor returns of options 1 payments requested. Monitoring reports received from SOL early October 23 and monthly reports were requested, this is being monitored. Information on equipment at each client's home and responder service has been obtained from SOL. Data protection Officer confirmed that a full DPIA is not required for this project. Delay in progress for overnight support reviews due to lack of resources within SOL and risk assessment charge now being approved.
Next Steps	<ul style="list-style-type: none"> 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	L2 - Case Recording System Replacement
Project Owner	Lesley Bairden
Purpose - what do we want to achieve	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<p>Indicative savings are:</p> <ul style="list-style-type: none"> • 2024/25: £75k • 2025/26: £75k
Current Update	<ul style="list-style-type: none"> • Evaluation of both supplier bids received from ITT closed on 31 October 2023 • Evaluations responses now being reviewed by ERC Procurement Team. • Working with ICT colleagues and existing supplier to develop a 'bulk deletion' script to delete all records on CareFirst system no longer required in line with ERC data retention policy and GDPR • Liaison work also commenced with BO&P colleagues with regards to the simultaneous deletion of related obsolete data contained within the Information at Work records management system. • Process Mapping work has now moved onto 'to-be' processes. • Commenced discussions on optimum way to fill Systems Implementation posts in Project Team Recruitment Phase 2
Next Steps	<ul style="list-style-type: none"> • Tender Evaluation 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. • Progress Project Team Recruitment Phase 2 in relation to planned System Implementation resource.
RAG	GREEN
Timeline	20 April 2022 – 31 October 2024

Project Title	L3: Information Governance and Data Cleansing
Project Owner	Raymond Prior
Purpose - what do we want to achieve	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • There are no expected financial outcomes as a result of this project.
Current Update	<ul style="list-style-type: none"> • Review of physical files at Thornliebank now completed except Finance • Focus is now on files saved on DVDs and CDs • Work in progress with files saved at St Andrews Houses • Home Care Dairies are being scanned into Information at Work system while backlog of old dairies is being sorted for easy access • Work in progress with electronic files. This includes Scan files saved on old system
Next Steps	<ul style="list-style-type: none"> • Complete Thornliebank physical files related to Finance • 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 work on Indexing and logging old Home Care dairies location for destruction in line with retention policy • Relevant staff to be identified to undertake Information Asset Register (IAR) Training
RAG	GREEN
Timelines	16 November 2022 – 31 October 2024

Project Title	L4: Review of Commissioned Services
Project Owner	Margaret Phelps
Purpose - what do we want to achieve	<ul style="list-style-type: none"> To review a number of arrangements to ensure we are maximising all framework and contractual opportunities
Expected Outcomes – Non financial	<ul style="list-style-type: none"> Resilience in local partnership working
Expected Outcomes – financial	<p>An indicative saving of:</p> <ul style="list-style-type: none"> 2022/23 - £75k (achieved) 2023/24 - £225k (£82k achieved to date) 2024/25 – £500k (£1k additional full year effect achieved) NB Need to consider crossover with Supporting People Framework
Current Update	<ul style="list-style-type: none"> Reviews of grants are continuing. Actual reviews of top 20 high-cost packages and older service agreements effectively transferred to SPF. Of the original 130 clients who were identified as having high packages, 36 reviews were completed, 8 have had savings identified under SPF and are reported through that mechanism. The remainder of the have been referred to the Professional Peer Review group. Supporting brokerage work linked with Care at Home Phase 2 Project.
Next Steps	<ul style="list-style-type: none"> Refocus of work streams in light of Supporting People Framework continues
RAG	GREEN
Timelines	November 2022 – March 2025

Project Title	L5: Care at Home Review Phase 2
Project Owner	Julie Murray
Purpose - what do we want to achieve	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • A sustainable, resource and cost efficient operating model
Expected Outcomes – financial	<p>Indicative savings are:</p> <ul style="list-style-type: none"> • 2022/23 - £100k (not achieved) • 2023/24 - £200k (unlikely to be achieved in current year) • 2024/25 - £200k (will require additional £200k from 2023/24)
Current Update	<ul style="list-style-type: none"> • Project added to Project Web App (PWA) to facilitate tracking and reporting • New/updated jobs specifications drafted for priority posts within structural redesign and work on job evaluation documentation has commenced • Market share transition planning and refinement of draft communication plan in relation to external providers completed • EQIA drafted and being reviewed by wider project team
Next Steps	<ul style="list-style-type: none"> • Continue to progress work-streams as noted above and accelerate the pace of benefits delivery.
RAG	AMBER
Timeline	July 2023 to June 2024

Project Title	L6 – Supporting People Framework
Project Owner	Tom Kelly, Lee McLaughlin, Raymond Prior
Purpose - what do we want to achieve	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Streamlined and uniformed approach to assessment and service provision based on need.
Expected Outcomes – financial	<ul style="list-style-type: none"> 2023/24 - £3.4m (£94k to date with £144k full year effect net of increases)
Current Update	<ul style="list-style-type: none"> With the exception of ASP and duty activity all adult social work will focus on completion of reviews for an 8 week period The Professional Peer Review group has been established and is also completing quality assurance of reviews completed. A weekly review group meets to monitor the progress of reviews. Training and implementation to introduce forms and procedures completed. A full review of the Adult assessment and procedures will be completed in February 2024 to address any areas of improvement required. Asset based outcomes assessment for adult services has been developed and was launched on the 1 October 2023. This incorporates the individual budget calculator based upon the SPF criteria
Next Steps	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Potential financial savings are unknown at this stage
Current Update	<ul style="list-style-type: none"> • Following discussions at senior management level within HSCP, it has been decided, that whilst there may be some benefits from use of cards, the commitment to funding one-off set-up as well as ongoing revenue costs could not be justified during the current moratorium on non-essential expenditure. • It is hoped that the background work carried out to date in developing the Project Brief will be useful should the project become viable at a future date.
Next Steps	<ul style="list-style-type: none"> • n/a
Timelines	<ul style="list-style-type: none"> • n/a

FUTURE PROJECTS

Project Title	F1 – Review of Telephony Systems
Project Owner	Lesley Bairden
Purpose - what do we want to achieve	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Potential savings not known at this stage
Next Steps	<ul style="list-style-type: none"> • Project Mandate submitted to SR&R Programme in November 2023 for consideration
Timelines	November 2023 –January 2025

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SAVINGS RECOVERY & RENEWAL

Appendix 2

Analysis of Savings Delivery

Saving	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	0	Work in progress - some crossover with SPF
Further Funding Expected on Pay Award	261	261	0	0	Awaiting confirmation of funding
Living Wage on Pay element of contracts rate only	148	148	0	0	Agreed as part of budget and adjustment applied
Limit Use of Support Services to contain cost pressures	219	0	219	0	Actions to be confirmed to move towards SLA Capacity concern
Supporting People Framework (SPF)	3,400	94	2,456	694	£94k to date net of £33k increases. Full year savings £144k net of full year increases £50k
Structure Proposals	928	410	149	369	Timing of saving at risk, work ongoing to refine including impact of voluntary severance travel
Allocate Turnover Target 1%	200	200	0	0	All NHS staffing budgets now include turnover target saving
Learning Disabilities					
Sleepover Review	150	150	0	0	£169k achieved so far with the excess saving shown against Supported Living
Supported Living	130	19	111	0	Work continues
Intensive Services					
Efficiencies from Care at Home Scheduling System	75	5	0	70	Efficiencies being reviewed with a view to reducing Agency costs/budget
Care at Home Review Phase 2	200	0	0	200	Not progressed to the extent that we will see any savings in this financial year.
Review of Vacant posts and Associated running costs	179	90	0	107	Vacant posts deleted, balance at risk of timing delay
Children and Families					
Review of Connor Road funding	60	0	0	60	Full year saving expected 24/25
Family Functional Therapy	52	52	0	0	Service discontinued, alternative model in place.
Residential Costs - review of Care options	226	219	7	0	Activity under way - monitoring ongoing
Health Improvement - review of service to rationalise	50	0	0	50	Timing of saving at risk
Trauma Informed Practice	0	50	0	0	Service model in place - vacancy deleted
Finance and Resources					
Review of Structure and Processes	296	296	0	0	All savings identified have been achieved, work continues to identify further savings
Localities					
Rehab Team Mini Restructure	61	0	0	0	Saving no longer achievable - alternatives identified and delivered
Eastwood localities Team - Mini Restructure	53	0	0	0	Saving no longer achievable - alternatives identified and delivered
Review of Vacant posts and associated Running Costs	28	150	0	0	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	0	0	50	Timing of saving at risk
New - Tech Enabled Care	0	80	0	0	Development budget given up
Mental Health and Addictions					
Review of Structure and Care Packages	65	65	0	0	Vacant post deleted and care package costs revised
Sub Total	7,056	2,371	3,085	1,600	
		34%	43%	23%	

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