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| Meeting of East Renfrewshire Health and Social Care Partnership | Integration Joint Board | |
| Held on | 31 January 2024 | |
| Agenda Item | 9 | |
| 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**31 January 2024****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 November the programme has continued to progress. Appendix 1 provides a detailed update on individual projects. By exception the updates are detailed below.
5. **Supporting People Framework** – as agreed by the IJB in November 2023 the threshold has increased to substantial/critical levels. Case reviews are ongoing with progress being closely monitored and this is a key priority for the Senior Management Team. The project status has been changed to red to reflect the significant work required to deliver the required savings in this financial year and to meet the full recurring saving required for 2024/25.
6. As detailed in the revenue monitoring and financial recovery reports we remain concerned about the capacity and deliverability of this saving and are exploring whether we can identify any “plan B” options.
7. **Case Recording Replacement System project** – following the conclusion of the tender evaluation process a preferred bidder has been identified and the formal process to award the successful bidder is in progress. Detailed planning for the implementation stage of the project is underway.
8. **Care at Home Review Phase 2** – this project continues to progress however due to the ongoing recruitment challenges it is recognised that the current timelines and deliverables of the project will be impacted. There remains continued focus on

delivering key workstream activities including frontline staff recruitment and external provider engagement. The weekly meetings remain in place to review progress.

9. **Income Generation** - the short life working group will continue to consider income generation opportunities for the HSCP. The group last met on 4 December 2023 and further modelling work continues. This will also inform possible options for the IJB to consider as part of the budget considerations for 2024/25 in March.
10. **Planned Projects** –the brief for scoping telephony works that was due to be considered in November was delayed and will now be taken to the Programme Board in January 2024. A new project on fleet vehicles will be scoped out and will consider lease versus purchase, including electric vehicles as part of options to identify budget savings. This will be added as a new project once the scoping work is complete.
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. The new saving reflecting the change to substantial and critical criteria has been added following the IJB decision in November 2023.
12. The appendix can be summarised as follows:

| Savings Progress | £ million | % |
|--|-----------|-----|
| Achieved to date | 2.485 | 35% |
| On track to be achieved – original | 0.754 | 11% |
| On track to be achieved – revised criteria | 1.200 | 17% |
| At risk of slippage / shortfall | 2.617 | 37% |
| Total | 7.056 | |

13. The at risk of slippage / shortfall has increased from 23% to 37% however this assumes full delivery of the required £1.2 million savings from criteria changes, we will continue to assess the deliverability of the saving over the coming weeks.
14. The savings achieved have increased by 1% (£0.054m) since last reported.
15. As previously reported we expect the use £1.724 million reserves to mitigate some non-achievement in the current year.

CONSULTATION AND PARTNERSHIP WORKING

16. 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

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

Equalities

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

Risk

19. 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

20. 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.

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

DIRECTIONS

22. There are no directions arising from this report.

CONCLUSIONS

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

RECOMMENDATIONS

24. 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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Chief Officer, IJB: Julie Murray

15 January 2024

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_-_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 21 December 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 | RED |

| PLANNED PROJECTS |
|---|
| There are currently no planned projects |

| FUTURE PROJECTS | | | | |
|---------------------------------|----------------------|------------------------------------|-------------------------|-------------------|
| Project | Project owner | Expected Project Start Date | Project End Date | RAG Status |
| F1: Review of Telephony Systems | Lesley Bairden | January 2024 | August 2024 | |
| F2: Review of Fleet Vehicles | Lesley Bairden | January 2024 | TBC | |

LIVE PROJECTS SUMMARY

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|---|---|
| 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 (-£29k not achieved) 2023/24: £300k (£208k achieved to date) 2024/25: £100k (£46k additional full year effect) |
| Current Update | <ul style="list-style-type: none"> Option 1 reviews continue. £95,541 received in 23/24. 19% of reviews are completed. 41 reviews currently allocated to staff. Monitoring reports continue to be received from SOL. Information on equipment at each client's home and responder service has been obtained from SOL. Delay in progress for overnight support reviews due to lack of resources within SOL and risk assessment charge now being approved. Consultation underway regarding the SOL framework rates. Training for pool plant operators is underway and plans to agree how this will operate are to be established. Room booking facility for both Barrhead and Thornliebank centres now on HSCP room booking system. |
| 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 Room bookings at centres - developing terms and conditions of use. |
| RAG Status | AMBER |
| Timeline | 18 August 2022 – 16 December 2024 |

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|---|---|
| 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 – Timescale for evaluation over-ran by 8 weeks – due to amount of work involved and resultant staff time commitment to this work. • Tender evaluation exercise has concluded with a preferred bidder identified. Contract award process underway. • Project Board met in early January and approved a project timescale extension. Project status changed from amber to green to reflect new timescales. • Have now secured a 'bulk deletion' script from existing providers (OLM) to delete all records on CareFirst system no longer required in line with ERC data retention policy and GDPR • Liaison work continuing 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 – proposal will be put to next Project Board meeting as outlined above. |
| Next Steps | <ul style="list-style-type: none"> • Formal contract award to 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. • Conclude Project Team Recruitment Phase 2 in relation to planned System Implementation resource. |
| RAG | GREEN |

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| 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 |

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| 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) |
| Current Update | <ul style="list-style-type: none"> Reviews of grants 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 cases 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"> Workshop on grants scheduled for January 2024 |
| RAG | GREEN |
| Timelines | November 2022 – March 2025 |

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| 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 marketplace • 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 • 2024/25 - £200k |
| Current Update | <ul style="list-style-type: none"> • Recruitment and on-boarding activity for frontline staff roles is continuing following recent social media and digital billboard advertising campaigns • Jobs specification and evaluation documentation completed and job evaluation activity is progressing • Engagement events held with external providers as part of market share transition planning • New project dashboard developed to support project board with data review and trend analysis |
| Next Steps | <ul style="list-style-type: none"> • EQIA work remains ongoing • Continued focus on delivering key workstream activities including frontline staff recruitment and external provider engagement, to support the achievement of project benefits |
| RAG | AMBER |
| Timeline | July 2023 to June 2024 |

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| 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 (£183k to date with a further £89k full year effect in 2024/25) |
| Current Update | <ul style="list-style-type: none"> On the 22 November 2023 the IJB agreed an immediate change to the Supporting People Framework to substantial /critical risk Project status changed to red reflecting the significant challenge to deliver the financial savings required. Regular HSCP Senior Management team discussions take place to focus and accelerate savings. Developed a professional peer review group and extended the membership to include Voluntary Action and talking points. This group considers outcomes of all reviews and provides a place for colleagues to get advice and support. Training and implementation to introduce forms and procedures completed. Work is underway to develop an online self-assessment resource, based upon the SPF, to help direct individuals to early interventions in the community and manage expectations. |
| Next Steps | <ul style="list-style-type: none"> A full review of the adult assessment and procedures will be completed in February 2024 to address any areas of improvement required. The project group continue to work with individual teams and service managers to address the impact of the new forms and identify any improvements and changes required to support practice. |
| RAG | RED |
| Timeline | April 2023 to March 2024 |

PLANNED PROJECTS

There are currently no planned projects

FUTURE PROJECTS

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| 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 supports 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 Board for consideration in January 2024 |
| Timelines | January 2024 –August 2024 |

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| Project Title | F2 – Review of Fleet Vehicles |
| Project Owner | Lesley Bairden |
| Purpose - what do we want to achieve | <ul style="list-style-type: none"> • A new project on fleet vehicles will be scoped out and will consider lease versus purchase, including electric vehicles as part of options to identify budget savings. This will be added as a new project once the scoping work is complete. |
| Expected Outcomes – Non financial | <ul style="list-style-type: none"> • TBC |
| Expected Outcomes – financial | <ul style="list-style-type: none"> • TBC |
| Next Steps | <ul style="list-style-type: none"> • TBC |
| Timelines | TBC |

Savings, Recovery & Renewal
Analysis of Savings Delivery

Appendix 2

| Saving | Funding Gap £'000 | Savings Achieved £'000 | Remaining Balance | | Not Achieved £'000 | Saving Achieved 24-25 £'000 | Balance of Saving not achieved |
|--|----------------------|---------------------------|-------------------|-------------------------------|-----------------------|--------------------------------|--------------------------------|
| | | | On Track £'000 | Funded from Reserves £'000 | | | |
| HSCP Wide Savings | | | | | | | |
| Review of Commissioned Services | 225 | 82 | - | - | 143 | | 143 |
| Further Funding Expected on Pay Award | 261 | 261 | - | - | | | - |
| Living Wage on Pay element of contracts rate only | 148 | 148 | - | - | | | - |
| Limit Use of Support Services to contain cost pressures | 219 | - | 219 | - | | | - |
| Supporting People Framework to Moderate | 3,400 | 183 | 417 | 694 | 1,950 | | 2,644 |
| Structure Proposals | 928 | 435 | 0 | 493 | | 121 | 372 |
| Allocate Turnover Target 1% | 200 | 200 | - | - | | | - |
| Learning Disabilities | | | | | | | - |
| Sleepover Review | 150 | 150 | - | - | | | - |
| Supported Living | 130 | 19 | 111 | - | | | - |
| Intensive Services | | | | | | | |
| Efficiencies from Care at Home Scheduling System | 75 | 5 | - | 70 | | | 70 |
| Care at Home Review Phase 2 | 200 | - | - | 200 | | | 200 |
| Review of Vacant posts and Associated running costs | 179 | 90 | - | 107 | | | 107 |
| Children and Families | | | | | | | |
| Review of Connor Road funding | 60 | - | - | 60 | | 60 | - |
| Family Functional Therapy | 52 | 52 | - | - | | | - |
| Residential Costs - review of Care options | 226 | 219 | 7 | - | | | - |
| Health Improvement - review of service to rationalise | 50 | - | - | 50 | | | 50 |
| Trauma Informed Practice | - | 50 | - | - | | | - |
| Finance and Resources | | | | | | | |
| Review of Structure and Processes | 296 | 296 | - | - | | | - |
| Localities | | | | | | | |
| Rehab Team Mini Restructure | 61 | - | - | - | | | - |
| Eastwood localities Team - Mini Restructure | 53 | - | - | - | | | - |
| Review of Vacant posts and associated Running Costs | 28 | 150 | - | - | | | - |
| District Nursing - Vacancy Management | 50 | - | - | 50 | | 50 | - |
| New - Tech Enabled Care | - | 80 | - | - | | | - |
| Mental Health and Addictions | | | | | | | |
| Review of Structure and Care Packages | 65 | 65 | - | - | | | - |
| Sub Total | 7,056 | 2,485 | 754 | 1,724 | 2,093 | 231 | 3,586 |
| | | 35% | 11% | 24% | 30% | | |
| New Tagret added: | | | | | | | |
| Supporting People Framework to Substantial & Critical | | | 1,200 | | (1,200) | | |
| Revised Total | 7,056 | 2,485 | 1,954 | 1,724 | 893 | 231 | 3,586 |
| | | 35% | 28% | 24% | 13% | | |

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