
Report To:	Inverclyde Integration Joint Board	Date:	24 June 2024
Report By:	Kate Rocks Chief Officer Inverclyde Health & Social Care Partnership	Report No:	IJB/21/2024/CG
Contact Officer:	Craig Given, Head of Finance, Planning and Resources	Contact No:	01475 715381
Subject:	Inverclyde HSCP Savings Programme Board		

1.0 PURPOSE AND SUMMARY

1.1 For Decision For Information/Noting

1.2 The purpose of this paper is to highlight to the Integrated Joint Board the plan and terms of reference in taking the Inverclyde HSCP savings programme Board forward to achieve the successful delivery of the 2024/26 budget.

2.0 RECOMMENDATIONS

2.1 That the IJB:

1. Notes the plan and terms of reference for the Savings Programme Board.
2. Notes that an update report will be brought to each IJB when relevant.

**Kate Rocks
Chief Officer
Inverclyde HSCP**

3.0 BACKGROUND AND CONTEXT

- 3.1 On 21 March 2024, the Integration Joint Board (IJB) approved the HSCP's 2024/26 Budget. As part of this the IJB approved £5.397m worth of savings proposals over this period.
- 3.2 These proposals involved several different workstreams which would be required to be set up and delivered upon. These workstreams will report into an overall Savings Programme Board for final decisions.
- 3.3 The enclosed terms of reference highlights all the main workstreams, relevant leads, targets and timescales in which each saving will be delivered within.

4.0 REPORT

- 4.1 The terms of reference highlight 6 main workstreams / subgroups to be set up to address the 2024/26 budget savings. These are:

- Supported Living / Overnight Care (including Eligibility criteria and digital care / tech)
- Integrated Front Doors
- Commissioning
- Business Support Review
- Management Review (Including long term vacancies)
- Pharmacy Review

The Pharmacy review was not a saving agreed as part of the 24/26 budget process but in light of the pressures in this area senior management agreed this is an area that needs to be targeted with an initial group being set up to look at a savings target of £0.5m

Each of these workstreams have financial targets and completion dates as per the appendix. It is expected that each of these workstreams will meet where required and will report into the overall Savings Programme Board six weekly. The overall progress and outcomes of these reviews will be reported to the IJB as part of the overall each cycle finance report.

- 4.2 A number of these workstreams will also include the requirement for a potential Voluntary Redundancy (VR) exercise to take place. The VR exercise will commence and the HSCP will work in partnership with Inverclyde Council and mirror their approved VR conditions. It is anticipated this exercise will conclude by October 2024 if not earlier as and when required. These will also be brought to the Savings Programme Board and the outcome will be reported to the IJB when required. The VR exercise will be targeted at relevant specific areas of the workstreams and workforce and will not be a general HSCP wide trawl.

Each Savings workgroup will also have a Project Initiation Document (PID) which will also be shared with the IJB as these progress.

In addition to the above workstreams the 2024/26 budget identified other savings which will require stand-alone report to also be reported to the Savings Programme Board. These are as follows:

- Homemakers
- Complex care / ICIL
- Review of Community Alarms
- Redesign of Strategic Services
- Residential / Nursing Care home beds

Again, these will be reported back to the Savings Programme Board and will be reported to the IJB as required. The relevant leads for each of these savings are highlighted in the terms of reference as enclosed.

4.3 Savings Already Identified

Business Support Review

At present the business support review has already commenced with the initial review of current process taking place and the implementation of a recruitment freeze on all non-frontline areas. At present there are a total of 7.19 FTE which are vacant and will contribute to the overall savings target. This represents a current achievement of £0.235m recurring savings towards the overall target.

4.4 At each stage where the redesigns or savings have been achieved the detail and impact for our staff, people and communities will be a key feature. We will also provide an updated EQIA that will address the impacts concerning the Equalities Act and Fairer Scotland Duties and report this back to the IJB.

5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial	X	
Legal/Risk		X
Human Resources	X	
Strategic Commissioning Plan Priorities	X	
Equalities, Fairer Scotland Duty & Children and Young People	X	
Clinical or Care Governance	X	
National Wellbeing Outcomes	X	
Environmental & Sustainability	X	
Data Protection	X	

5.2 Finance

Various Financial implications as per our 2024/26 approved budget.

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments

5.3 **Legal/Risk**

None

5.4 **Human Resources**

Several potential targeted VR exercises included in each of the workstreams. Potential for re-alignment of posts and roles.

5.5 **Strategic Plan Priorities**

The budget proposals were included within overall Strategic Partnership Plan and the plan took these financial challenges into consideration. The financial challenges should impact on the overall delivery of the Strategic Partnership Plan.

5.6 **Equalities**

(a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

X	YES – Individual EQIA’s will be completed against each Workstream
	NO

(b) Equality Outcomes

How does this report address our Equality Outcomes?

Equalities Outcome	Implications
People, including individuals from the above protected characteristic groups, can access HSCP services.	Individual EQIA’s will be completed against each Workstream
Discrimination faced by people covered by the protected characteristics across HSCP services is reduced if not eliminated.	Individual EQIA’s will be completed against each Workstream
People with protected characteristics feel safe within their communities.	Individual EQIA’s will be completed against each Workstream
People with protected characteristics feel included in the planning and developing of services.	Individual EQIA’s will be completed against each Workstream

HSCP staff understand the needs of people with different protected characteristic and promote diversity in the work that they do.	Individual EQIA's will be completed against each Workstream
Opportunities to support Learning Disability service users experiencing gender-based violence are maximised.	Individual EQIA's will be completed against each Workstream
Positive attitudes towards the resettled refugee community in Inverclyde are promoted.	Individual EQIA's will be completed against each Workstream

(c) Fairer Scotland Duty

If this report affects or proposes any major strategic decision: -

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

X	YES – Through realising the savings proposals we are ensuring that the longer-term sustainability of the HSCP and ensuring that we are delivering robust health and social care services to people. We would ask any staff potentially taking VR to also take the appropriate independent financial advice when making their decisions.
	NO

(d) **Children and Young People**

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

X	YES – Assessed as relevant and a CRWIA is required on an individual basis.
	NO

5.7 Clinical or Care Governance

We will ensure following management redesign that high standards of clinical and care governance are maintained.

5.8 National Wellbeing Outcomes

How does this report support delivery of the National Wellbeing Outcomes?

National Wellbeing Outcome	Implications
People are able to look after and improve their own health and wellbeing and live in good health for longer.	Considered in each relevant workstream
People, including those with disabilities or long-term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community	Considered in each relevant workstream
People who use health and social care services have positive experiences of those services, and have their dignity respected.	Considered in each relevant workstream
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	Considered in each relevant workstream
Health and social care services contribute to reducing health inequalities.	Considered in each relevant workstream
People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.	Considered in each relevant workstream
People using health and social care services are safe from harm.	Considered in each relevant workstream
People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	Considered in each relevant workstream
Resources are used effectively in the provision of health and social care services.	Considered in each relevant workstream

5.9 Environmental/Sustainability

Summarise any environmental / climate change impacts which relate to this report.

Has a Strategic Environmental Assessment been carried out?

X	YES – We will consider new and improved digital approaches across our workstreams.
	NO

5.10 Data Protection

Has a Data Protection Impact Assessment been carried out?

X	YES – Likely impacts on areas where care packages are reviewed. Individual assessments will be done on a workstream basis.
	NO

6.0 DIRECTIONS

6.1	Direction Required to Council, Health Board or Both	Direction to:	
		1. No Direction Required	X
		2. Inverclyde Council	
		3. NHS Greater Glasgow & Clyde (GG&C)	
		4. Inverclyde Council and NHS GG&C	

7.0 CONSULTATION

7.1 The report has been prepared by the Chief Officer of Inverclyde Health and Social Care Partnership (HSCP) after consideration with relevant senior officers in the HSCP.

8.0 BACKGROUND PAPERS

8.1 IJB 24/26 Budget

Terms of Reference	
Name of group	Savings Programme Board
Background	Inverclyde IJB approved a 2-year Budget in March 2024. As part of this £5.2m of savings proposals were agreed. This includes a combination of budget adjustments, service reductions and service redesigns. This will involve engagement with our teams, staff and providers to achieve these savings.
Purpose	The purpose of the Savings Programme Board will be to implement the various workstream required to deliver the 24/26 budget. The Board will consist of a number of sub groups which will leads on a number of the specific savings proposals.
Senior Responsible Officer	Kate Rocks , Chief Officer (Chair) Robin Taggart, Trade Union (Co-Chair)
Membership	<ul style="list-style-type: none"> Craig Given, Head of Finance, Planning and Resources / Chief Finance Officer Jonathan Hinds, Head of Children, Families and Justice / Chief Social Work Officer Laura Moore, Chief Nurse Staff side Representatives, Robin Taggart & Diana McCrone HR Representatives – Brian Greene (Health) & Barbara McQuarrie (Council)
Role of Members	<ul style="list-style-type: none"> To make recommendations on the outputs of all the various working groups related to the savings. To make decisions of the various Voluntary Redundancy trawls required as part of the various workstreams. To have oversight of the various workstreams. Liaise directly with Trade Union representatives on the working groups where required. To probe and quality assure Group discussions relating to all areas of the savings workstreams To ensure all relevant information from the various workstreams is communicated to the overall group and is kept confidential.

Subgroups to be set up	<p>1. <u>Supported Living / Overnight Care (including Eligibility criteria and digital care / Tech)</u></p> <p>Group Leads: Alan Best (Interim Head of Service) / Katrina Phillips (Interim Head of Service)</p> <p>Other Members:</p> <ul style="list-style-type: none">• Joyce Allan – Interim Head of Service• Laura Porter – Service Manager• Debbie Maloney – Service Manager• Arlene Mailey – Commissioning Manager• Samantha White – Principal Accountant• Robin Taggart - Trade Union Representative• Your Voice – Karen Haldane• Carer Rep – Frazer Bedwell <p>2. <u>Integrated Front Doors</u></p> <p>Group Leads: Alan Best (Interim Head of Service) / Craig Given (Head of Finance, Planning & Resources)</p> <p>Other Members:</p> <ul style="list-style-type: none">• Debbie Maloney / Robyn Garcha – Service Manager• Laura Porter – Service Manager• Amanda Ward – Service Manager C&F• Joyce Allan – Interim Head of Service• Alan Crawford – Service Manager Mental Health• Samantha White - Finance Representative• George Coffey & Diana McCrone – Trade Union Representative• Lauren Devine – Advice services Team Lead• Alan Baxter (Performance Team)• Steven Spencer / Lorna Bryceland – HR Representatives

	<p>3. <u>Commissioning</u></p> <p>Group Leads: Arlene Mailey (Commissioning Manager) / Craig Given (Head of Finance, Planning and Resources)</p> <p>Other Members:</p> <ul style="list-style-type: none">• Scott Bryan – Planning and Performance Manager• Katrina Phillips – Interim Head of Service• Ross Campbell – Commissioning Team Lead• Joyce Allan – Interim Head of Service• Alan Crawford – Service Manager• Adam Smith – Team Lead• Laura Porter – Service Manager• Heather Simpson – Team Lead• Finance Rep – Sam White• Alan Stevenson – Service Manager• Procurement Lead <p>4. <u>Business Support Review</u></p> <p>Group Leads: Angela Rainey (Support Services Manager) / Craig Given (Head of Finance, Planning and Resources)</p> <p>Other Members:</p> <ul style="list-style-type: none">• Alison Sheilds – Business Support Team Lead• Natalie McPherson - Business Support Co-ordinator• Kimberley Grier / James Hendry – C&F Team Lead• Debbie Maloney – Service Manager• Finance Representatives – Sam White / Helen McGurk• Gemma Eardley / Ann Cameron Burns – Trade Union Representatives <p>5. <u>Management Review (including Long Term Vacancies)</u></p>
--	--

	<p>Group Leads: Jonathan Hinds (Head of Children, Families and Justice / Chief Social Work Officer) / Laura Moore (Chief Nurse)</p> <p>Other Members:</p> <ul style="list-style-type: none">• Katrina Phillips – Interim Head of Service• Alan Best – Interim Head of Service• Craig Given – Head of Finance, Planning and Resources• Finance Representatives – Sam White / Helen McGurk• George Steele / Diana McCrone – Trade Union Representatives• Barbara McQuarrie – HR Manager <p>6. <u>Pharmacy Review</u></p> <p>Group Leads: Hector MacDonald / Margaret Maskrey</p> <p>Other Members:</p> <ul style="list-style-type: none">• Pauline Atkinson – Primary Care• Helen McGurk – Finance Representative• Linda Peattie• Alan Best – Interim Head of Service <p>7. <u>Other Standalone Reports to be progressed.</u></p> <ul style="list-style-type: none">• Homemakers – Katrina Phillips / Alan Best, Gemma Eardley (Trade Union Contact)• Complex Care / ICIL – Debbie Maloney / Alan Best, Diane McCrone / Gemma Eardley (Trade Union contact)• Review of Community Alarms – Joyce Allan / Janis Delaney• Redesign of Strategic Services – Scott Bryan, Ann Cameron Burns (Trade Union contact)• Residential / Nursing care home beds – Joyce Allan / Kate Rocks
Timescales and Targets	The overall Savings Programme Board will meet every 6 weeks until the savings are delivered.

The individual Sub Groups will meet on a more regular basis but will be required to report into the overall Savings Programme Board every 6 weeks.

Timescales and Targets per Group

- 1. Supported Living / Overnight Care (including Eligibility criteria and digital care / tech)

2 Year target: £1.1m. £0.6m to be identified by December 2024.

- 2. Integrated Front Doors (including Advice Services)

2 Year target: £0.38m. Voluntary Redundancy (VR) exercise to be identified by July 2024. Saving to be identified by December 2024.

- 3. Commissioning

2 Year target: £0.5m. £0.250m to be identified by December 2024.

- 4. Business Support Review

2 Year target: £0.3m. Saving to be identified by December 2024.

- 5. Management Review (including Long Term Vacancies)

2 Year target: £0.65m. Saving to be identified by December 2024.

- 6. Pharmacy Review

£0.5m to be identified by October 2024.

- 7. Other Reviews

Homemakers: £0.167m by December 2024.

Complex Care / ICL: £0.5m 2 year saving. £0.2m by December 2024.

Community Alarms: £0.072m by December 2024.

	<p>Strategic Services: £0.231m by December 2024. VR exercise by October 2024.</p> <p>Residential / Nursing Care Home Beds £0.198m over 2 years. April 2025.</p>
--	---