Governance, Risk and Best Value Committee

10.00am, Tuesday 16 January 2018

Edinburgh Health and Social Care Partnership – Update on Financial Position of City of Edinburgh Council Services - referral from the Finance and Resources Committee

Item number	7.3
Report number	
Wards	All

Executive summary

On 7 November 2017 the Finance and Resources Committee considered a report that provided a service-specific update on the Council's financial position for Health and Social Care. The report has been referred to the Governance, Risk and Best Value Committee for consideration as part of its work programme.

Terms of Referral

Edinburgh Health and Social Care Partnership – Update on Financial Position of City of Edinburgh Council Services

Terms of referral

1.1 On 28 September 2017 the Finance and Resources Committee considered the in-year, Council-wide revenue monitoring report for 2017/18 which highlighted a potential full year overspend of £9.1m for Health and Social Care.

1.2 On 7 November 2017 a services-specific update on Health and Social Care was provided which outlined the work being undertaken to identify and deliver appropriate mitigating actions. There had been an improvement in the projected overall in-year position although further pressures in Health and Social Care that would require concerted and sustained action to regain financial stability had been highlighted. Details of management actions which had been initiated were provided.

1.3 The Finance and Resources Committee agreed:

1.3.1 To note the current financial forecast for Health and Social Care, which was based on current levels of service delivery.

1.3.2 To note the potential additional cost of unmet need.

1.3.3 To note that work was ongoing to assess the level of increasing demand and unmet need and to evaluate opportunities for financial savings and demand management, and that the Interim Chief Officer would provide regular updates on progress to the Finance and Resources Committee.

1.3.4 To refer the report by the Executive Director of Resources to the Governance, Risk and Best Value Committee as part of its work programme.

For Decision/Action

2.1 The Finance and Resources Committee has referred the report to the Governance, Risk and Best Value Committee on 28 November 2017 for consideration as part of its work-programme.

Background reading / external references

Finance and Resources Committee 7 November 2017.

Laurence Rockey

Head of Strategy and Insight

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Links

Appendices	Appendix 1 - report by the Executive Director of Resources
	Appendix 2 – Edinburgh Health and Social Care Partnership Change Programme and Improvement Programme Summary

Finance and Resources Committee

10.00am, Tuesday 7 November 2017

Edinburgh Health and Social Care Partnership – Update on Financial Position of City of Edinburgh Council Services

Item number

Report number
Executive/routine
Wards
Council Commitments

Executive Summary

At its meeting on 28 September, the Finance and Resources Committee considered an update on the in-year, Council-wide revenue monitoring for 2017/18. Based on projections at month 5 and taking account of mitigating actions identified, the report advised of a potential full-year overspend of £9.1m for Health and Social Care. The projected overspend reflected significant demand-led pressures, together with £6.0m of slippage on planned demand management savings initiatives. The forecast represented an increase of £2m compared to the period 3 position, and reflected service levels at period 5, with no provision for any further uplift in activity. Given the seriousness of this position, members of the Committee asked the Interim Chief Officer of the Edinburgh Health and Social Care Partnership to provide a service-specific update to the Committee on 7 November.

Work to identify and deliver appropriate mitigating actions is continuing apace. This report notes an improvement in the projected overall in-year position, albeit highlighting further pressures in Health and Social Care that will require concerted and sustained action to regain financial stability. Several management actions have been initiated and these are detailed in the report. Significant and long-standing pressures are evident in the current financial position. Returning to balance will require major redesign of services, radical changes in thinking and approach, and the involvement of all partners and stakeholders.

Report

Edinburgh Health and Social Care Partnership – Update on Financial Position of City of Edinburgh Council Services

1. Recommendations

1.1. The Finance and Resources Committee is asked to:

1.1.1. note the current financial forecast for Health and Social Care, which is based on current levels of service delivery

1.1.2. note the potential additional cost of unmet need

1.1.3. note the range of mitigation measures instigated by the Interim Chief Officer

1.1.4. note that work is ongoing to assess the level of increasing demand and unmet need and to evaluate opportunities for financial savings and demand management, and that the Interim Chief Officer will provide regular updates on progress to the Finance and Resources Committee

1.1.5. refer this report to the Governance, Risk and Best Value Committee as part of its work programme.

2. Background

2.1 At its meeting on 28 September, the Finance and Resources Committee considered the in-year, Council-wide revenue monitoring report for 2017/18. Based on projections of expenditure and income and taking account of mitigating actions identified, the report highlighted a potential full year overspend of £9.1m for Health and Social Care. Given the seriousness of this position, members of the Committee asked the Interim Chief Officer of the Edinburgh Health and Social Care Partnership to provide a service specific update to the Finance and Resources Committee on 7 November.

3. Main report

3.1 In recognition of the level of concern about the financial position, the Interim Chief Officer undertook to provide a service-specific update to the Finance and Resources Committee as a matter of priority. The Partnership faces considerable

pressures to meet financial targets, deliver approved savings programmes and operate within established budgets. It also faces significant levels of unmet need, which, if addressed with current models of provision, would increase pressure on the financial position.

3.2 Increasing demand, failure to implement previously approved savings / demand management programmes, together with significant and growing waits for assessment and service have placed extreme strain on the budget. The Partnership faces growing numbers of people waiting for services. As of 16 October 2017, 169 people were delayed in hospital, 700 people were waiting in the community for c7,000 hours of service and assessments were outstanding for 1,836 people.

3.3 These demand-led pressures and non-delivery of approved savings are reflected in the latest year-end forecast position for the Partnership's Health and Social Care services, which shows an overspend of £9.1m. This is after application of a £2.25m allowance for demographic growth from the Edinburgh Integration Joint Board (EIJB) and demonstrates a deterioration from the position reported at month 3. A summary is given in table 1 below:

	Period 5 Forecast Variance
Employees	(£1.0m)
Purchasing	£9.75m
Transport	£0.25m
Supplies (Legal)	£0.4m
Transfer Payments	£0.2m
Income	(£0.5m)
Net Expenditure	**£9.1m**

Table 1: Health and Social Care forecast outturn 2017/18

3.4 This forecast reflects service levels at period 5 and *does not* include provision for any further uplift in activity, either in terms of increased baseline demand or through addressing the waiting lists.

3.5 The EIJB will review the extent to which uncommitted financial plan funding can be reprioritised in year. A proposal to release a further £2m from inflation provisions that are no longer required to partly offset the financial implications of demographic growth will be presented to the EIJB on 17 November. If agreed, this would reduce the projected overspend to £7.1m. Work is continuing to identify further opportunities to reduce the level of projected overspend.

3.6 Members will be aware that the most recent Council-wide revenue monitoring update considered by the Finance and Resources Committee on 28 September 2017 indicated that without further remedial action, there would be a potential

overall year-end overspend of £4.0m, representing the net effect of significant overspends in Health and Social Care (£9.1m) and other Council services (£3.5m), offset by one-off savings (or savings already assumed in the budget framework in future years) of £8.6m.

3.7   In light of the projected position at that time, the report confirmed that a further tightening of financial and workforce controls had been implemented. When combined with a review of discretionary expenditure priorities, the identification of the proposed additional contribution of £2m from the Social Care Fund, and active management of risks and pressures for the remainder of the year, it is anticipated that this will allow a projected balanced position for the Council to be reported to the Finance and Resources Committee's November meeting.

3.8   While the improvement in the overall projected position of the Council is to be welcomed, underlying pressures in Health and Social Care require to be addressed on a sustainable basis to ensure a stable longer term financial position. The Council's financial strategy for 2018/19, as reported to Finance and Resources Committee on 27 October 2017, seeks the identification of savings sufficient to address the underlying structural pressures of £7.1m in Health and Social Care. Specific savings proposals totalling £1.1m relating to disability day services alignment, discretionary expenditure, and legal services have been identified, and are included in the Council's proposals for budget engagement. A £3m savings target for Health and Social Care, representing savings originally planned for delivery in earlier years, has been set for 2018/19, and updates on development of specific initiatives will be provided through regular reports to Committee. The net effect of the above additional funding and assumed additional savings would result in an uplift of £3m in the Council's baseline offer to the EIJB for 2018/19, with compensating savings proposed across other Council services.

3.9   It is in this context that the Council Leadership Team and Partnership Senior Management Team have identified a series of mitigating actions. Some of these initiatives will deliver reductions in the cost base, whilst others will support the management of capacity, seeking to increase service delivery without additional costs. An important element of this approach is the reinvigoration of previously agreed schemes (reablement, telecare and brokerage), together with development of a pipeline of prioritised projects. Specifically, the Interim Chief Officer, supported by the Senior Management Team, has:

3.9.1   developed and agreed a "Statement of Intent", which sets out the challenges facing the Partnership and begins to articulate how efforts will be prioritised to tackle them

3.9.2   established a Savings Governance Board, chaired by the Interim Chief Finance Officer for the Edinburgh Integration Joint Board with a remit to support the development and oversee the implementation of the savings and recovery programme across all Partnership services; membership of the board includes senior leadership from the Partnership, with support from

finance staff from the Council and NHS Lothian and an experienced Council project manager.

3.9.3 *Targeted reablement* – the criteria for entry to the reablement service, which had been relaxed in response to delayed discharge pressures, has been reinstated. Locality Managers have been tasked with discharging those services users who have been reabled successfully into mainstream services and ensuring only new service users who meet the criteria enter the reablement service. As a result, the average package of care should be reduced in line with the target of 45%. Benefits are currently tracking at 49%. There is an additional opportunity to reduce the unit cost of the service through improved productivity. The proposal for this is being developed and is anticipated to realise in year benefits.

3.9.4 *Telecare* – a detailed implementation plan is being developed to provide telecare services to new service users each month, thereby reducing reliance on care at home and care and support services. The project delivery team is working with locality teams to identify the cohorts of service users and accelerate progress.

3.9.5 *Support planning and brokerage* – three interrelated work streams have been developed in the scope of this scheme. First, delivery plans are being finalised for the North-East locality test of change, which focuses on developing the asset-based approach to assessment and support planning for a targeted number of people. The scope includes older people, people with learning disabilities, physical disabilities and mental health problems, and is due to 'go live' from 4 December.

3.9.6 *Care at home and care and support services* – pending full implementation of the schemes detailed above, Locality Mangers have been tasked with reviewing all extant packages of care. This incorporates a review of all high cost packages of care, sleepover arrangements, overnight services and a parallel review of the productivity of in house services. Work has been commenced to consider alternative models to address the contractual issues and increase capacity.

3.9.7 *Workforce* – as above, there are several strands to this work stream, including: the instigation of staffing controls, with all vacancies being authorised by the executive management team; increased controls over the use of all supplementary staffing, with all requests for agency cover now signed off by Cluster Managers; "star chambers" held with care homes to address budget overspends; a review of the options to support robust rota management; scrutiny of all current vacancies and fixed-term contracts with a view to identifying potential efficiencies; and an acceleration of appropriate elements of the phase 3 organisational review.

3.9.8 *Development of specific savings initiatives* – as noted in paragraph 3.8, a savings target of £3m is assumed in the Council's budget proposals for

2018/19, and specific initiatives will be developed with updates provided to Committee. Areas under consideration include: further staff savings through enhanced workforce controls; comprehensive review of charges; a review of services, including homecare and reablement; and a review of grants.

3.9.9 *Supplies and procurement* – a General Supplies Group, supported by Procurement, will be established with a remit to ensure best value is delivered for all products that are either high volume/low cost or high cost/low volume. A one-off review of inventory will be undertaken and opportunities to introduce a "top-up" system in care homes will be investigated. A similar approach has yielded results previously in NHS Lothian, and this project will be supported by senior managers from the Royal Infirmary of Edinburgh.

3.9.10 *Internal controls* – a number of actions have been initiated to strengthen internal controls: an internal audit review to assess the adequacy and effectiveness of controls established across Health and Social Care to support home care service delivery has been added to the 2017/18 internal audit plan at the request of the Interim Chief Officer and Council Head of Finance; work is underway to develop a weekly management dashboard highlighting movements in service volumes; a monthly process to cleanse commitment data in Swift has been agreed to support financial monitoring; and weekly reports are now being issued to Locality Managers providing details of all new commitments approved through Direct Payments and Individual Service Funds.

3.9.11 The Interim Chief Officer has initiated a review of all uncommitted funds within the Social Care Fund and Integrated Care Fund and an update will be reported to the EIJB on 17 November.

3.9.12 An Assessment and Review Board has been established, and this group will lead on the development of a plan to prioritise outstanding assessments. An update on this matter, including proposed funding arrangements, will be reported to EIJB on 17 November.

3.9.13 *Budget realignment and budgetary control* – work is ongoing to realign budgets, expenditure and commitments to reflect new organisational structures to provide the basis for effective ongoing financial management by senior managers.

3.9.14 *Other schemes* – several miscellaneous projects are also underway, including a targeted exercise to increase clawback of direct payments that are no longer required; a review of transport arrangements in line with the Council-wide transformation project, and scrutiny of all discretionary expenditure.

3.10 The cost of assessing and providing services for all the people who are waiting is significant. It is not possible to estimate the exact figure with accuracy, given that: needs change over time; some assessments will result in no service being required

and others will lead to a wide range of demand; however, an initial estimate indicates that costs might be in the region of £20m over two financial years.

4. Measures of success

4.1 Achieving a balanced overall budget outturn position for 2017/18 at the same time as delivering key service performance indicators carries a high risk. The measure of success is therefore defined as ensuring no additional growth in the overspend and reducing costs wherever possible.

5. Financial impact

5.1 Delivery of a balanced budget in any given year is contingent on the development and subsequent delivery of robust savings, alongside management of all risks and pressures, particularly those of a demand-led nature.

5.2 The Council's Financial Regulations set out Chief Officer, Executive Director and Senior Manager responsibilities in respect of financial management, including regular consideration and ongoing active management of delegated service budgets.

6. Risk, policy, compliance and governance impact

6.1 The delivery of a balanced budget outturn for the year is the key target. The risks associated with cost pressures, increased demand and savings delivery targets are regularly monitored and reviewed and management action is taken as appropriate. Despite this overview, however, it is not possible to mitigate all the risks associated with the delivery of a balanced budget when this is constrained by the reductions in public expenditure required by the government's financial settlements.

6.2 Regular updates on the financial position will be considered by the Partnership management team, Council Leadership Team, Council Committees and the EIJB.

7. Equalities impact

7.1 While there is no direct additional impact of the report's contents, all budget proposals are now subject to an initial relevance and proportionality assessment and, where appropriate, a formal Equalities and Rights Impact Assessment is then undertaken. The equalities and rights impacts of any substitute measures identified to address savings shortfalls are similarly assessed.

8. Sustainability impact

8.1 While there is no direct additional impact of the report's contents, the Council's revenue budget includes expenditure impacting upon carbon, adaptation to climate change and contributing to sustainable development. In addition, all budget proposals are now subject to an upfront assessment across these areas.

9. Consultation and engagement

9.1 The Corporate Leadership Team has formally reviewed and discussed the in-year monitoring position and year-end projection. The Chief Executive has tasked Executive Directors with identifying mitigating actions to address in-year pressures and to review opportunities for additional savings proposals.

9.2 There is no external consultation and engagement arising directly from this report, although the Council's budget continues to be subject to a process of regular consultation and engagement.

10. Background reading/external references

10.1 Revenue Budget Monitoring 2017/18 – update: Report to Finance and Resources Committee, 28 September 2017

Michelle Miller

Interim Chief Officer

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11. Appendices

None

EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP CHANGE PROGRAMME

Last updated 30/11/2017

Division	Scheme Number	Scheme Name	Scheme Classification	Project Description	NHSL/ CEC impacts?	Governance Route	SRO	Lead	Priority Level: High Medium Low	Stage? 1. Pipeline 2. In development 3. In delivery 4. Complete	Target completion date	Resource Required to Deliver	Resource in Place? Gaps?	FY17/18 if appropriate		FY 18/19 if appropriate	
														Savings Plan value ('000s)	Savings Forecast outturn ('000s)	Savings Plan value ('000s)	Savings Forecast outturn ('000s)
EHSCP	EHSCP_001	Workforce strategy and delivery plan	Doing the Basics Well (People, Values and Culture)	Overall strategy and plan to address workforce issues and develop agreed culture for the partnership, agreed between CEC and NHSL and reflecting specific context and needs of the partnership.	Both	EHSCP Change Programme Board	Michelle Miller	Pat Wynne	High	1. Pipeline	31/03/2018	Internal business change, project management and HR support	Internal resource identified	N/A	N/A	N/A	N/A
EHSCP	EHSCP_002	Development and implementation of a Joint Training and Development Plan	Doing the Basics Well (People, Values and Culture)	Development and Implementation of a Joint Training and Development Plan, with a particular focus on: 1. Development of a structured induction programme 2. Operational Management Training 3. Leadership Development	Both	EHSCP Change Programme Board	Michelle Miller	Peter Collins	High	1. Pipeline	31/03/2018	Internal business change, project management and HR/LD support	HR/LD resource still to be confirmed	N/A	N/A	N/A	N/A
EHSCP	EHSCP_003	Communications and Engagement Plan	Doing the Basics Well (People, Values and Culture)	The development and roll out of an integrated communications and engagement plan for the partnership, to include internal communications with staff and stakeholders and external communications, including web presence.	Both	EHSCP Change Programme Board	Michelle Miller	Ann Duff	High	2. In development	31/12/2017	Internal project management and communications support	Comms support in place Project management resource to be identified	N/A	N/A	N/A	N/A
EHSCP	EHSCP_004	Improving performance: managing sickness absence	Doing the Basics Well (People, Values and Culture)	Addressing sickness absence rates across the partnership, ensuring policy and procedures are followed; targeted interventions for problems areas; support and training for managers to equip them to better manage absence;	Both	EHSCP Change Programme Board	Michelle Miller	Pat Wynne	High	2. In development	31/03/2018	Internal business change, project management and HR support	HR and business change support in place Project management needs to be identified	N/A	N/A	N/A	N/A
EHSCP	EHSCP_005	Improving performance: managing individual performance	Doing the Basics Well (People, Values and Culture)	Defining the values, behaviours and standards we expect from our team members; ensuring that organisational objectives are set and that team and individual objectives are developed to support delivery of these. Ensure all team members have SMART objectives, development plan, clear line management arrangements, appropriate infrastructure	Both	EHSCP Change Programme Board	Michelle Miller	Pat Wynne	High	2. In development	31/12/2017	Internal business change, project management and HR support	HR and business change support in place Project management needs to be identified	N/A	N/A	N/A	N/A
EHSCP	EHSCP_006	Improving performance: Home Care and Reablement	Doing the Basics Well (People, Values and Culture)	Specific project to address performance and efficiency in the home care service. To look at reducing sickness absence rates and maximising contact time to release savings and create capacity to address unmet need.	CEC	EHSCP Change Programme Board	Michelle Miller	Julie McNairn	High	1. Pipeline	31/03/2018	Internal business change, project management and HR support	Internal business change, project management and HR support in place	£0	£0	TBC	TBC
EHSCP	EHSCP_007	Locality Working - Infrastructure	Doing the Basics Well (People, Values and Culture)	Ensuring basic infrastructure is in place to enable locality working. To include accommodation, systems and ICT requirements (including re-configuration of Swift).	Both	EHSCP Change Programme Board	Michelle Miller	TBC	High	1. Pipeline	31/12/2017	Internal business change, project management, ICT and business support	Project management support needs to be identified	N/A	N/A	N/A	N/A
EHSCP	EHSCP_008	Improving Relationships	Improving Relationships	Programme of work to improve the Partnership's relationships with NHS Lothian, the Council, the voluntary and independent sectors and partners IJBs, as well as Scottish Government, COSLA and scrutiny bodies.	Both	EHSCP Change Programme Board	Michelle Miller		High	2. In Development	Ongoing	TBC		N/A	N/A	N/A	N/A
EHSCP	EHSCP_009	Establish performance reporting framework	Developing a Performance Framework	Agree the metrics to be reported to the IJB and those for the EHSCP which will be reported to SMT. Establish processes to allow us to measure and report performance against metrics clearly and concisely, with a focus on action and improvement. Ensure that performance can be measured and reported at locality level.	Both	EHSCP Change Programme Board	Colin Briggs	Eleanor Cunningham	High	3. In delivery	31/12/2017	Internal Strategy and Insight resource	Internal Strategy and Insight resource in place	N/A	N/A	N/A	N/A
EHSCP	EHSCP_010	Establish Savings Governance Board and approach	Establishing a Financial Framework	Re-establish savings governance board and monitor progress to hold team members to account.	Both	Savings Governance Board	Moira Pringle	Jess Brown	High	3. In Delivery	31/10/2017	Internal programme management and Finance support	Internal programme management and Finance support in place	N/A	N/A	N/A	N/A
EHSCP	EHSCP_011	Delegation of Financial Resources	Establishing a Financial Framework	Workstream will plan and implement the delegation of financial resources to localities as appropriate (both staffing and purchasing budgets). It will ensure mechanisms are in place to generate reliable locality budget and spend data. It will provide clarity on financial expectations and accountability for delivering and will include support and training for managers where required.	Both	Savings Governance Board	Moira Pringle	Kenny Raeburn/Mike Porteous	High	2. In development	30/06/2018	Internal finance support	Internal finance support in place	N/A	N/A	N/A	N/A

Division	Scheme Number	Scheme Name	Scheme Classification	Project Description	NHSL/ CEC impacts?	Governance Route	SRO	Lead	Priority Level: High Medium Low	1. Pipeline 2. In development 3. In delivery 4. Complete	Target completion date	Resource Required to Deliver	Resource in Place? Gaps?	Savings Plan value ('000s)	Savings Forecast outturn ('000s)	Savings Plan value ('000s)	Savings Forecast outturn ('000s)
EHSCP	EHSCP_012	Audit of Budget Management	Establishing a Financial Framework	Internal Audit are conducting an audit of Home Care budget management. An early priority will be to review arrangement for assessment and authorisation of Individual Service Funds (ISF's) and Direct Payments (DP's) where increases in financial commitments are material.	CEC	Savings Governance Board	Michelle Miller	Lesley Newdall	High	3. In Delivery	22/12/2017	Internal Audit and Finance support	Internal Audit and Finance support in place	N/A	N/A	N/A	N/A
EHSCP	EHSCP_013	Ledger Improvements	Establishing a Financial Framework	Workstream will progress the development of a client based structure in the ledger system which will allow the production of enhanced management information, reporting budget and actuals by client group/service type, whilst also allowing for faster and more accurate responses to Freedom of Information requests.	CEC	Savings Governance Board	Moira Pringle	Kenny Raeburn	Medium	3. In Delivery	30/06/2018	Internal finance support	Internal finance support in place	N/A	N/A	N/A	N/A
EHSCP	EHSCP_014	Review of Charging	Establishing a Financial Framework	Review of all CEC service charges with decisions on charges in 2018-19 to be confirmed in February 2018 through the 2018-19 budget process. This will include a comprehensive review of Care Home charges.	CEC	Savings Governance Board	Moira Pringle	Karen Dallas	High	3. In Delivery	31/12/2017	Internal finance support	Internal finance support in place			TBC	TBC
EHSCP	EHSCP_015	Support Planning and Brokerage	Delivering Financial Sustainability	Savings based around - delivering city wide interventions through transition of provider led review for existing service users thereby reducing package of care by 5% - Delivering test of change in North east through self directed support options and budget management controls as well as cost controls thereby reducing packages of care by 10% for all cohorts	CEC	Savings Governance Board	Moira Pringle	Angela Lindsay	High	3. In delivery	31/03/2019	Ernst & Young support	Ernst & Young support in place	£876	£584	£1,431	£1,431
EHSCP	EHSCP_016	Telecare Expansion	Delivering Financial Sustainability	The telecare project will deliver preventative Telecare Services to 3,000 additional service users over a 18 month period to realise approx. £7m/yr. in financial savings	CEC	Savings Governance Board	Moira Pringle	Katie McWilliam	High	3. In delivery	31/03/2019	Ernst & Young support Project manager	Ernst & Young support in place Project manager identified and due to start	£1,324	£1,324	£6,951	£6,951
EHSCP	EHSCP_017	Reablement	Delivering Financial Sustainability	Implementation of criteria led discharge to facilitate reductions in packages of care sizes	CEC	Savings Governance Board	Moira Pringle	Marna Green	High	3. In delivery	31/03/2019	Ernst & Young support	Ernst & Young support in place	£1,424	£770	£2,136	£2,136
EHSCP	EHSCP_018	Review of Transport Packages	Delivering Financial Sustainability	Review of the top 50 most expensive transport packages in Health and Social Care to identify financial savings from alternative packages	CEC	Savings Governance Board	Moira Pringle	Mark Grierson	High	2. In development	31/03/2018	To be dealt with by temp assessment team who are working through backlog - circa £500k requirement over 7 months.	To be dealt with by temp assessment team who are working through backlog - circa £500k requirement over 7 months.	£37	£37	£113	£100
EHSCP	EHSCP_019	Direct Payment Clawback	Delivering Financial Sustainability	Reclaim £1.2m in unused direct payment funds	CEC	Savings Governance Board	Moira Pringle	Mark Grierson	High	3. In delivery	31/03/2018	Temporary SDS Advisor		£100	£100		
EHSCP	EHSCP_020	Disabilities VERA Reduction (pre Phase 3 cost saving activity)	Delivering Financial Sustainability	Release of staff as part of a targeted VERA offer in Disability Day services to ensure staffing resource is matched to current demand	CEC	Savings Governance Board	Moira Pringle	Mark Grierson	High	3. In delivery	31/12/2017	Internal HR, project management and finance support	Internal HR, project management and finance support in place	£150	£150	£650	£650
EHSCP	EHSCP_021	Prescribing - pan Lothian target	Delivering Financial Sustainability	Delivery of savings though tariff changes and off patent movement of drugs	NHSL	Savings Governance Board	Moira Pringle	Locality managers	High	3. In Delivery	31/03/2018	Internal finance support	Internal finance support in place	£1,785	£1,785	£1,785	£1,785
EHSCP	EHSCP_022	Nursing	Delivering Financial Sustainability	Reduction in bank and agency use primarily in HBCCC through reinforcing nursing tools e.g. e-rostering and ward dashboards	NHSL	Savings Governance Board	Moira Pringle	Pat Wynne	High	3. In Delivery	31/03/2018	Internal finance support	Internal finance support in place	£436	£436		
EHSCP	EHSCP_023	Ward closure	Delivering Financial Sustainability	Closure of Balfour Pavilion. Non pay budgets no longer required.	NHSL	Savings Governance Board	Moira Pringle	Sheena Muir	High	3. In Delivery	31/03/2018	Internal finance support	Internal finance support in place	£120	£120	£120	£120
EHSCP	EHSCP_024	Prescribing - local target	Delivering Financial Sustainability	Savings delivered primarily from 3 schemes: "brown bag" waste scheme, Care Home and >75 polypharmacy scheme, pain management scheme. Additional local / in year savings schemes to be identified at Star Chamber	NHSL	Savings Governance Board	Moira Pringle	Locality Managers	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£2,630		£2,360	
EHSCP	EHSCP_025	NW Locality schemes	Delivering Financial Sustainability	A range of action to deliver sustainability in North West NHSL local budget	NHSL	Savings Governance Board	Moira Pringle	Marna Green	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£312	£87		
EHSCP	EHSCP_026	SW Locality schemes	Delivering Financial Sustainability	A range of action to deliver sustainability in South West NHSL local budget	NHSL	Savings Governance Board	Moira Pringle	Patrick Jackson	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£318	£181		

Division	Scheme Number	Scheme Name	Scheme Classification	Project Description	NHSL/CEC impacts?	Governance Route	SRO	Lead	Priority Level: High Medium Low	1. Pipeline 2. In development 3. In delivery 4. Complete	Target completion date	Resource Required to Deliver	Resource in Place? Gaps?	Savings Plan value ('000s)	Savings Forecast outturn ('000s)	Savings Plan value ('000s)	Savings Forecast outturn ('000s)
EHSCP	EHSCP_027	NE Locality schemes	Delivering Financial Sustainability	A range of action to deliver sustainability in North East NHSL local budget	NHSL	Savings Governance Board	Moira Pringle	Angela Lindsay	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£308	£17		
EHSCP	EHSCP_028	SE Locality schemes	Delivering Financial Sustainability	A range of action to deliver sustainability in South East NHSL local budget	NHSL	Savings Governance Board	Moira Pringle	Nikki Conway	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£307	£18		
EHSCP	EHSCP_029	Rehab	Delivering Financial Sustainability	A range of action to deliver sustainability in NHSL Rehab budget	NHSL	Savings Governance Board	Moira Pringle	Sheena Muir	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£47	£47		
EHSCP	EHSCP_030	RFU	Delivering Financial Sustainability	A range of action to deliver sustainability in NHSL RFU budget	NHSL	Savings Governance Board	Moira Pringle	Sheena Muir	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£100	£100		
EHSCP	EHSCP_031	Continence Care	Delivering Financial Sustainability	A range of action to deliver sustainability in NHSL continence care budget	NHSL	Savings Governance Board	Moira Pringle	Sheena Muir	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£22	£22		
EHSCP	EHSCP_032	Review of grants programme	Delivering Financial Sustainability	Full review of grant programme to assess efficiency and outcomes and deliver a 10% saving. (Roll forward of current grants for 2018/19 - 10% saving target to instead be met through innovation funding).	CEC	Savings Governance Board	Moira Pringle	Wendy Dale	Medium	2. In development	31/03/2018	Internal finance support	Internal finance support in place	£0	£0	£449	£449
EHSCP	EHSCP_033	Workforce	Delivering Financial Sustainability	Develop and embed key workforce controls to ensure that efficient and safe staffing levels are in place whilst reducing expenditure. To include the activity underway as part of the Agency Spend Control project.	CEC	Savings Governance Board	Moira Pringle	Pat Wynne	High	2. In development	31/03/2018	Internal business change, project management in place HR/LD support	Internal business change, project management in place HR/LD support to be identified	£1,200	TBC	TBC	TBC
EHSCP	EHSCP_034	Milestone House	Delivering Financial Sustainability	Project to consider alternative funding approaches for Milestone House.	CEC	Savings Governance Board	Moira Pringle	Colin Beck	Medium	1. Pipeline	TBC	Internal business change, project management and finance support	Internal business change, project management and finance support in place	£0	£0	TBC	TBC
EHSCP	EHSCP_035	Telecare 2	Delivering Financial Sustainability	Proposal for further expansion of the service, looking at: 1. Integrating additional service offerings into the ATECH24 service 2. Remote monitoring and night support 3. SMART homes and assistive technology 4. Intelligent automation	CEC	Savings Governance Board	Moira Pringle	Katie McWilliam	Medium	1. Pipeline	TBC	TBC	TBC	£0	£0	TBC	TBC
EHSCP	EHSCP_036	Adaptations	Delivering Financial Sustainability	Consideration of alternative models of service delivery.	CEC	Savings Governance Board	Moira Pringle	TBC	Medium	1. Pipeline	TBC	TBC	TBC	£0	£0	TBC	TBC
EHSCP	EHSCP_038	Capacity Planning	Delivering Financial Sustainability	To support HSCP through capacity and demand planning to meet the demand for health and social care services for ongoing operational pressures and growth expected in services over next 10 yrs. The outcomes of the project is a clear baseline for activity and finance highlighting the gap in next 10 years, clear understanding of the level of care and support required to sustainably meet demand, functional rather than service led approach to service design and provision with the right mix of person centred care and support, Integrated commissioning strategy that supports sourcing for best value potentially through use of alternative delivery model, realisation of financial savings through service redesign, streamlining and use of alternative delivery models. The key areas of focus are demand prevention, Alternative delivery models for home care, alternative delivery models for internal care homes and redesign of day services.	CEC	Savings Governance Board	Colin Briggs	Katie McWilliam	High	1. Pipeline	TBC	Ernst and Young support	Ernst and Young support in place	£0	£0	TBC	TBC
EHSCP	EHSCP_039	Review of Discretionary Spend	Delivering Financial Sustainability	Review of all discretionary spend, including supplies, and implementation of controls.	Both	Savings Governance Board	Moira Pringle	TBC	High	1. Pipeline	31/03/2018	Internal finance support	Internal finance support in place	£0	£0	£200	£200
EHSCP	EHSCP_040	Review of Legal Fees	Delivering Financial Sustainability	Review of external legal fees with a view to introducing a more cost effective model.	CEC	Savings Governance Board	Moira Pringle	Kenny Raeburn	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£0	£0	200	200
EHSCP	EHSCP_041	Review of Social Care Fund/Integrated Care Fund	Delivering Financial Sustainability	Full review of Social Care Fund/ Integrated Care Fund allocations	Both	Savings Governance Board	Moira Pringle		High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place				
EHSCP	EHSCP_042	Response to the Care Inspectorate Report	Ensuring Quality	Review and prioritise each of the recommendations in the inspection report, re-cast the original improvement plan.	CEC	EHSCP Change Programme Board	Michelle Miller	Keith Dyer	High	4. Complete	31/10/2017	Quality assurance support	Quality assurance support in place	N/A	N/A	N/A	N/A
EHSCP	EHSCP_043	Response to the Care Inspectorate Report	Ensuring Quality	Delivery of action plan to address the recommendations in the inspection report.	CEC	EHSCP Change Programme Board	Michelle Miller	Keith Dyer	High	3. In Delivery	31/03/2018	Quality assurance support	Quality assurance support in place	N/A	N/A	N/A	N/A
EHSCP	EHSCP_044	Assessment Backlog	Ensuring Quality	Project established to coordinate the approach to clearing the current assessment/review backlogs. Additional resources identified to drive this forward.	CEC	Assessment and Review Board	Michelle Miller	Sylvia Latona	High	1. Pipeline	30/06/2018	circa £500k requirement over 7 months for professional/practitioner staff. Programme management support needed.	Funding identified for circa £500k requirement over 7 months for professional/practitioner staff. Programme management support in place	N/A	N/A	N/A	N/A

Division	Scheme Number	Scheme Name	Scheme Classification	Project Description	NHSL/CEC impacts?	Governance Route	SRO	Lead	Priority Level: High Medium Low	1. Pipeline 2. In development 3. In delivery 4. Complete	Target completion date	Resource Required to Deliver	Resource in Place? Gaps?	Savings Plan value ('000s)	Savings Forecast outturn ('000s)	Savings Plan value ('000s)	Savings Forecast outturn ('000s)
EHSCP	EHSCP_045	End to end review of SDS and direct payment processes	Ensuring Quality	Specific project to address shortcomings in current DP administration processes. To encourage greater use of payment card and reduce significant manual elements of process currently needed.	CEC	Assessment and Review Board	Michelle Miller	Mark Grierson	High	1. Pipeline	30/06/2018	To be confirmed. May be possible for Swift data cleansing team to cover this.	To be confirmed. May be possible for Swift data cleansing team to cover this.	N/A	N/A	N/A	N/A
EHSCP	EHSCP_046	Swift data cleansing/compliance	Ensuring Quality	Data cleansing project established to address data quality and business process shortcomings in key systems and areas. Project will focus on: 1. Ensuring meaningful data held on SWIFT that demonstrates good social work practice. 2. Establishing lean consistent business systems created with the initial focus being on the newly created locality teams. 3. Meeting statutory timescales for waiting times for services, allocating cases and effectively managing workloads. 4. Improved financial management systems implemented in Health and Social Care and Joint Partnership working. 5. Improved scrutiny of Key Performance Indicators and exception reporting created and embedded. Additional resource has been identified to undertake this work.	CEC	Assessment and Review Board	Michelle Miller	Mary McIntosh	High	2. In Development	31/03/2019	Circa £312k for additional business support staff over a period of 16 months	Circa £312k for additional business support staff over a period of 16 months	N/A	N/A	N/A	N/A
EHSCP	EHSCP_047	Delayed Discharge - Additional Care Home Places	Ensuring Quality	There is capacity in the city, however, this is in care homes that are not part of the National Care Home Contract, which means the cost is much higher than standard local authority-funded places. It may be possible to negotiate additional care home placements at a higher rate than the national care home contract, on a strictly one-off basis to relieve pressure on the acute hospitals and to respond to the highest levels of need waiting in the community.	CEC	EHSCP Change Programme Board	Michelle Miller	TBC	High	2. In Development	31/03/2018	£3m	£3m recommended to IJB	N/A	N/A	N/A	N/A
EHSCP	EHSCP_048	Older People Strategy	Developing Strategies	Development of Older People strategy with robust high level commissioning plan. To set out demand and capacity, investment choices and associated risks. To specifically address: 1. Use of Royal Victoria, Liberton and Royal Edinburgh land 2. use of care homes 3. Implementation plans for MATTs and Hubs 4. Review of domiciliary care services	CEC	EHSCP Change Programme Board	Colin Briggs	Katie McWilliam	High	2. In Development	31/12/2017	TBC		N/A	N/A	N/A	N/A
EHSCP	EHSCP_049	Primary Care Strategy	Developing Strategies	Development of Primary Care strategy with robust high level commissioning plan. To set out demand and capacity, investment choices and associated risks. To specifically address: 1. prioritised list of capital investments, supported by strategic assessments 2. cluster-by-cluster action list 3. a timescaled investment plan for the workforce	NHSL	EHSCP Change Programme Board	Colin Briggs	David White	High	2. In Development	31/12/2017	TBC		N/A	N/A	N/A	N/A
EHSCP	EHSCP_050	Mental Health Strategy	Developing Strategies	Development of Mental Health strategy with robust high level commissioning plan. To set out demand and capacity, investment choices and associated risks. To specifically include: 1. a commissioning plan for the Royal Edinburgh Hospital (REH) phase 2b 2. a commissioning plan for the REH phase 2b community services 3. a forward plan for substance misuse services	CEC	EHSCP Change Programme Board	Colin Briggs	Colin Beck	High	2. In Development	31/12/2017	TBC	TBC	N/A	N/A	N/A	N/A
EHSCP	EHSCP_051	Disabilities Strategy	Developing Strategies	Development of Disabilities strategy with robust high level commissioning plan. To set out demand and capacity, investment choices and associated risks. To specifically include: 1. a commissioning plan for the learning disabilities elements of REH phase 2b 2. a commissioning plan for the community elements of learning disability services associated with REH phase 2b 3. a commissioning plan for phase 2 of the REH campus, specifically for patients with rehabilitation needs	CEC	EHSCP Change Programme Board	Colin Briggs	Mark Grierson	High	2. In Development	31/12/2017	TBC	TBC	N/A	N/A	N/A	N/A

Division	Scheme Number	Scheme Name	Scheme Classification	Project Description	NHSL/CEC impacts?	Governance Route	SRO	Lead	Priority Level: High Medium Low	1. Pipeline 2. In development 3. In delivery 4. Complete	Target completion date	Resource Required to Deliver	Resource in Place? Gaps?	Savings Plan value ('000s)	Savings Forecast outturn ('000s)	Savings Plan value ('000s)	Savings Forecast outturn ('000s)
EHSCP	EHSCP_052	Market Shaping Strategy	Developing Strategies	The development, enhancement and effective implementation of self-directed support, including brokerage arrangements, are priority actions that underpin the recovery plan and on which performance, quality and capacity depend. Self-directed support will also characterise our market shaping strategy, which is an important element of our work to increase care and support capacity in the city and represents a priority action for the Partnership.	Both	EHSCP Change Programme Board	Colin Briggs	TBC	High	1. Pipeline	31/03/2018	TBC	TBC	N/A	N/A	N/A	N/A
EHSCP	EHSCP_053	Second phase development of strategies	Developing Strategies	Development of strategies for the following: 1. Carers 2. Long term conditions and prevention 3. Sexual health services 4. Edinburgh Alcohol and Drug Partnership services 5. Palliative Care 6. Acute hospital services under the purview of the IJB These strategies to be developed once priority strategies for older people, primary care, mental health and disabilities are complete.	Both	EHSCP Change Programme Board	Colin Briggs	TBC	Medium	1. Pipeline	TBC	TBC	TBC	N/A	N/A	N/A	N/A
EHSCP	EHSCP_054	Review of IJB governance	Clarifying and Simplifying Governance	Review how the IJB and its sub committees function and fit together, including remits, agenda setting, forward plans and standing agenda.	Both	EHSCP Change Programme Board	Colin Briggs	Wendy Dale	High	2. In Development	30/11/2017	TBC	TBC	N/A	N/A	N/A	N/A
EHSCP	EHSCP_055	Governance of Hosted Services	Clarifying and Simplifying Governance	Review and clarify, in conjunction with partner IJBs, how the JB provides governance oversight to NHSL Hosted Services	Both	EHSCP Change Programme Board	Colin Briggs	Wendy Dale	High	3. In Delivery	30/11/2017	TBC	TBC	N/A	N/A	N/A	N/A
EHSCP	EHSCP_056	Protocol for parent bodies	Clarifying and Simplifying Governance	Develop protocol and guidance to set out how parent bodies can raise issues of clinical, professional, financial, operational or strategic input, both formally and informally.	Both	EHSCP Change Programme Board	Colin Briggs	Wendy Dale	High	3. In Delivery	30/11/2017	TBC	TBC	N/A	N/A	N/A	N/A
EHSCP	EHSCP_057	Professional Advisory Committee	Clarifying and Simplifying Governance	Clarify the role of the Professional Advisory Committee, including how it is asked for advice, generates work and feeds into other standing sub-committees of the IJB	Both	EHSCP Change Programme Board	Colin Briggs	Wendy Dale	High	3. In Delivery	31/12/2017	TBC	TBC	N/A	N/A	N/A	N/A
EHSCP	EHSCP_058	Phase 3 Organisational Review: Community Equipment Service and Community Alarm Telecare Service	Clarifying and Simplifying Governance	Design and implement efficient and sustainable staffing structure for CES and CATs	CEC	EHSCP Change Programme Board	Colin Briggs	Katie McWilliam	High	2. In Development	31/01/2018	Business change, project management, finance and HR support	Business change, project management, finance and HR support in place	TBC	TBC	TBC	TBC
EHSCP	EHSCP_059	Phase 3 Organisational Review: Social Care Direct and Emergency Social Work Service	Clarifying and Simplifying Governance	Review of existing staffing group and implementation of a new sustainable staffing model to support effective and efficient service delivery	CEC	EHSCP Change Programme Board	Colin Briggs	Colin Beck	Medium	2. In Development	31/03/2018	Business change, project management, finance and HR support		TBC	TBC	TBC	TBC
EHSCP	EHSCP_060	Phase 3 Organisational Review: Strategic Planning	Clarifying and Simplifying Governance	Review of existing staffing group and implementation of a new sustainable staffing model to support effective and efficient service delivery	CEC	EHSCP Change Programme Board	Colin Briggs	TBC	Medium	2. In Development	31/03/2018	Business change, project management, finance and HR support		TBC	TBC	TBC	TBC
EHSCP	EHSCP_061	Phase 3 Organisational Review: Disabilities	Clarifying and Simplifying Governance	Review of existing staffing group and implementation of a new sustainable staffing model to support effective and efficient service delivery	CEC	EHSCP Change Programme Board	Colin Briggs	Mark Grierson	Medium	2. In Development	31/03/2018	Business change, project management, finance and HR support		TBC	TBC	TBC	TBC
EHSCP	EHSCP_062	Phase 3 Organisational Review: Service Matching Unit	Clarifying and Simplifying Governance	Review of existing staffing group and implementation of a new sustainable staffing model to support effective and efficient service delivery	CEC	EHSCP Change Programme Board	Michelle Miller	Marna Green	Medium	3. In Delivery	31/03/2018	Business change, project management, finance and HR support		TBC	TBC	TBC	TBC
EHSCP	EHSCP_063	Phase 3 Organisational Review: Primary Care	Clarifying and Simplifying Governance	Review of existing staffing group and implementation of a new sustainable staffing model to support effective and efficient service delivery	NHSL	EHSCP Change Programme Board	Colin Briggs	David White	Medium	2. In Development	TBC	Business change, project management, finance and HR support		TBC	TBC	TBC	TBC

Edinburgh Health and Social Care Partnership

Improvement Programme Summary
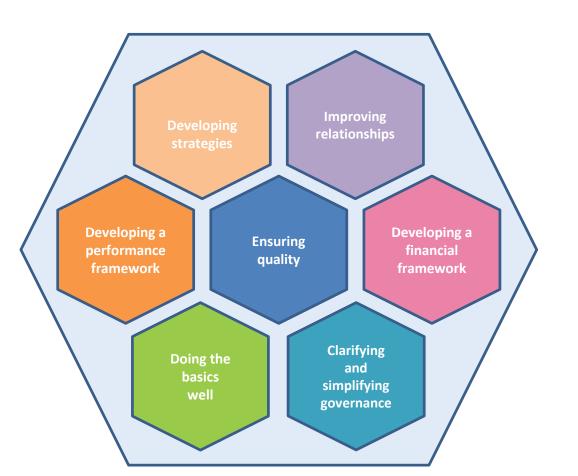
December 2017

Working together for a caring,
healthier, safer Edinburgh

NHS Lothian   ·ЄDINBVRGH·
THE CITY OF EDINBURGH COUNCIL

Edinburgh Health and Social Care Partnership Statement of Intent

The Partnership has developed a change and improvement programme structured around the key themes outlined in the Statement of Intent

The following slides outline the high level detail of the programme and identify the action we will take over the coming months to deliver against our priorities

Doing the Basics Well

We will identify, develop and deliver the basic organisational norms to allow the Partnership to operate more effectively.

We will:

- define the values, behaviours and standards we expect from all staff at all levels in the Partnership
- ensure that all staff:
  - have SMART objectives aligned to the objectives of the Partnership, clear line management arrangements and a development plan
  - understand the respective roles and responsibilities of the IJB, Health and Social Care Partnership, Council and NHS Lothian

Doing the basics well

WORKSTREAM	RAG	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18
Doing the Basic Well SRO Michelle Miller		Develop workforce strategy and delivery plan					
		Develop and roll out Partnership communications and engagement plan					
		Embed arrangements for team and individual performance management					
			Develop and implement Partnership-wide sickness absence improvement project				
			Develop and implement home care efficiency and improvement project				
			Develop and roll out Partnership training and development plan				
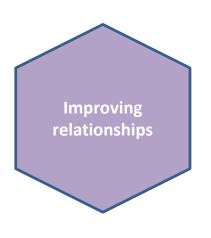
Progress to Date:

A workforce steering group has been established and business change expertise has been provided by Strategy and Insight to support development and implementation of a coherent, integrated workforce strategy and plan.

HR is supporting work to analyse sickness absence levels and plan the approach to improvement.

A project to address efficiency in the internal home care services has been established and added to the savings governance programme.

Improving Relationships

We will work to improve our relationships with NHS Lothian and the Council, as well as with the voluntary and independent sectors, partner IJBs, service users and their carers. We also need to consider our relationships with the Scottish Government, COSLA, scrutiny bodies and others, and ensure these are productive and positive. We will:

- respond promptly and accurately to requests for information
- meet deadlines
- ensure appropriate attendance at boards and committees
- support locality teams more effectively

Improving relationships

WORKSTREAM	RAG	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18
Improving Relationships SRO Michelle Miller		Ongoing programme of work to improve relationships					

Progress to Date:

The need to improve our relationships with a range of stakeholders and work more effectively with partners is an ongoing priority for the Partnership. The importance of this has been a key focus in a number of recent management and development sessions and away days.

We will continue to prioritise the development and embedding of culture and behaviours, which support effective working.

Developing Strategies

Developing strategies

The Partnership will, by January 2018, deliver strategies for Older People, Disabilities and Mental Health; and by February 2018 for Primary Care. These strategies will set out demand and capacity, investment choices, and the risks associated with each. They will have high-level, but robust commissioning plans embedded in them, and be presented to the IJB for approval. Each strategy will outline:

- an accurate and realistic analysis of our current position
- a statement of where we want services to be in the medium and longer term
- robust analysis of our current demand and capacity
- an outline of required resources
- an action plan for delivery

WORKSTREAM	RAG	OCT 17	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18
Developing Strategies SRO Colin Briggs		Development of outline strategy and commissioning plan: Older People						
		Development of outline strategy and commissioning plan: Disabilities						
		Development of outline strategy and commissioning plan: Mental Health						
		Development of outline strategy and commissioning plan: Primary Care						
					Second phase of strategic development: carers, long term conditions and prevention, sexual health, alcohol and drug, palliative care and acute hospital services			

Progress to Date:

Work is underway to develop the 4 key strategies.

Outline strategic plans for Disabilities, Older People and Mental Health will be presented to the IJB in January. The Primary Care strategic plan will follow in February.
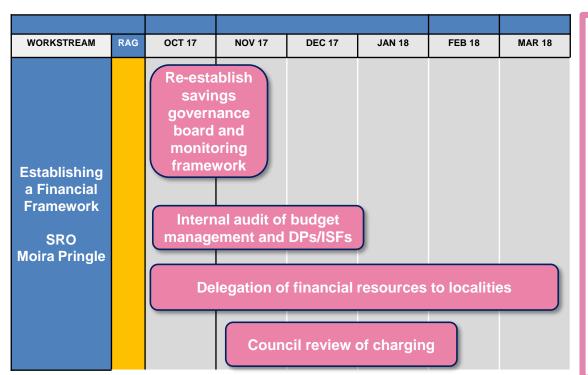
The final plans will be completed by September 2018.

Developing a Financial Framework

Developing a financial framework

We will establish a financial framework that is focused on best use of resources and well managed financial accountability. We will:

- communicate the financial challenge, our options for delivery, and the risks to performance and quality, as widely as we can, including with the public
- couch financial discussions with the IJB in terms of investment (and disinvestment) decisions
- delegate financial resources as appropriate to localities, whilst being clear on financial expectations and the accountability for delivery
- re-establish the 'savings governance group' to monitor progress against agreed actions

WORKSTREAM	RAG	OCT 17	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18
Establishing a Financial Framework **SRO Moira Pringle**		Re-establish savings governance board and monitoring framework					
		Internal audit of budget management and DPs/ISFs					
		Delegation of financial resources to localities					
			Council review of charging				

Progress to Date

Savings Governance Board and programme established and meeting on a fortnightly basis to track progress of key projects.

Internal audit underway and due to report back on 22 December 2017.

Financial outlook/strategy for next 5 years due to be presented to the IJB on 15 December 2017.

Delegation of resources to localities largely complete, with exception of purchasing budgets. Work is underway and this is expected to be in place for the start of the new financial year.

Clarifying and Simplifying Governance

Clarify and simplify governance arrangements

We will simplify our governance arrangements to ensure they are focused on delivering our objectives and are easily understood by our staff, partners and stakeholders. We will:

- clarify the differing roles of the IJB and the Health and Social Care Partnership and their relationships to the Council and NHS Lothian
- review how the IJB and its sub groups fit together
- review the internal governance of the Health and Social Care Partnership
- ensure that the IJB and the Partnership both have a set of organisational objectives

WORKSTREAM	RAG	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18
Clarifying and Simplifying Governance SRO Michelle Miller		Review and clarify governance of IJB and sub-committees and NHSL hosted services Review and clarify role of Professional Advisory Committee Develop and implement new staffing structures for "Phase 3" services					

Progress to Date:

Ensuring clarity of roles and remits is a key focus in planned staff engagement sessions.

An IJB briefing on 17 October confirmed governance arrangements. The IJB is recruiting new non-voting members and is seeking nominations for chairs for various steering groups and strategic planning groups.

The Partnership's senior management team structure has been revised and recruitment is underway for the Chief Officer.

Locality scrutiny boards have been established to focus on finance, quality and performance.

Developing a Performance Framework

We will develop a performance framework aligned to the Scottish Government's national outcomes and local priorities, against which the Partnership and its staff can be held to account. We will:

- establish organisational objectives for the Partnership that provide the basis for setting team and individual objectives
- set out the metrics to be reported to the IJB and Health and Social Care Partnership Senior Management Team
- report against the metrics clearly and concisely
- emphasise personal accountability

Developing a performance framework

WORKSTREAM	RAG	OCT 17	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18
Developing Strategies SRO Colin Briggs		Establish organisational, team and individual performance objectives						
		Agree performance reporting framework with a focus on action and improvement						
		Ongoing clear and concise reporting against agreed metrics						

Progress to Date:

Planning is underway to ensure the development and cascade of appropriate organisational, team and individual performance objectives.

A performance dashboard has been developed to track performance against the key national outcome indicators. The next stage will extend this dashboard to local reporting.

Scrutiny boards established in each locality have a clear focus on the management and improvement of performance, budgetary control and quality.

Ensuring Quality

Ensuring quality

We will improve citizens' experience of our services by taking action in response to the 17 recommendations in the report of the joint inspection of services for older people published in May 2017. We will:

- review and prioritise each of the recommendations
- sustain, and where necessary, accelerate progress to date
- engage with the inspection bodies as partners in our improvement journey
- establish a robust programme of quality assurance

WORKSTREAM	RAG	OCT 17	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18	MAY 18	JUN18
Ensuring Quality SRO Michelle Miller		Revise and re-prioritise inspection action plan								
		Delivery of improvements detailed in inspection action plan								
		Project to address current backlogs of assessments and reviews								
		End to end review of all business processes for assessments and reviews								
		End to end review of all business processes for the administration of Direct Payments								

Progress to Date:

The inspection action plan was revised and re-prioritised in October 2017. We have established a quality improvement framework for localities, supported by expertise in adult protection and quality assurance and compliance.

Funding has been identified to establish a project to address the current backlog of assessments/reviews over the coming 7 months. We are establishing a temporary data cleansing/compliance team to improve the integrity of Swift data and ensure that lean, effective business processes are in place to support locality working.

Savings Governance Programme – Delivering Financial Sustainability

- In addition to the improvement programme, themed around the priorities set out in the Statement of Intent, the Partnership has developed a savings programme

- This programme is monitored and governed through the Savings Governance Board, which meets on a fortnightly basis to track progress and deal with risks/issues/decisions

- The savings programme is targeting significant financial savings and/or cost avoidance

- The high level details of this programme are set out in the following slide

High Level Savings Programme

WORKSTREAM	RAG	OCT – DEC 17	JAN – MAR 18	APR – JUN 18	JUL – SEP 18	OCT – DEC 18	JAN – MAR 19	APR – JUN 19	JUL – SEP 19	OCT – DEC 19
Delivering Financial Sustainability **SRO Moira Pringle**		Prioritise and agree pipeline projects for delivery								
		Disability services, legal fees and discretionary spend								
		Maximise direct payment clawback								
		Deliver staffing savings for phase 3 services								
		High value transport cost savings								
		Delivery of 2017 /18 NHS locality schemes								
		Review of Partnership Grants Programme and delivery of efficiencies								
		Telecare Expansion Programme – Purchasing Budget Efficiencies								
		Support Planning and Brokerage – Purchasing Budget Efficiencies								
		Reablement – Purchasing Budget Efficiencies								