

Policy and Sustainability Committee

10am, Tuesday 23 February 2021

Edinburgh Integration Joint Board Savings and Recovery Programme 2020/21 Update

Executive/routine
Wards
Council Commitments

1. Recommendations

It is recommended that the Policy and Sustainability Committee:

- 1.1 Note the current position of the EIJBs Savings and Recovery Programme 2020/21

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Edinburgh Integration Joint Board Savings and Recovery Programme 2020/21 Update

2. Executive Summary

- 2.1 The purpose of this report is to provide the Policy and Sustainability Committee with an update on the Edinburgh Integration Joint Board (EIJB) 2020/21 Savings and Recovery Programme up to the end November 2020 (Period 8), focusing on the City of Edinburgh Council's (CEC) elements of the programme.

3. Background

- 3.1 In July 2020 the EIJB agreed a phased Savings and Recovery Programme to deliver in year savings of £15.9m¹, recognising that this was both achievable and challenging. As part of this programme additional Phase 2 proposals were also agreed at the EIJB's October 2020 meeting². The EIJB's Savings and Recovery Programme was agreed prior to the Scottish Living Wage agreement being reached in August 2020, which created an additional pressure of £3.4m.
- 3.2 The EIJB's Savings and Recovery Programme is managed utilising the Savings Governance Framework that was put in place following an internal audit review of the governance of the programme (details of which can be found in appendix 1). The framework considers not only the requirement for immediate savings in year to ensure financial balance, but provides a clear and structured approach for future years, that aligns with our partners financial planning processes. As appropriate, we have also recognised within the framework, links to the EIJB's transformation programme to ensure that proposal development, delivery and benefits realisation (including savings) are monitored collaboratively to ensure consistency in approach, avoid duplication and ensure learning is shared. The Savings Governance Framework was developed in close dialogue with CEC audit colleagues and following its production, the associated audit actions have been closed.
- 3.3 As part of the framework, identified proposals are structured into phases that span both this and next financial year detailed in appendix 2.
- 3.4 The four phases under which the proposals have been grouped are:

¹ <https://democracy.edinburgh.gov.uk/documents/s24813/Item%207.2%20-%20Savings%20and%20Recovery%20Programme%202020-21%20V2.pdf>

² <https://democracy.edinburgh.gov.uk/documents/s28260/7.1%20-%20Finance%20Update%20V2.pdf>

- a. Phase 0 - Includes proposals that had already been approved by EIJB
 - b. Phase 1 - proposals which were approved by the EIJB at their meeting on the 21st July 2020
 - c. Phase 2 - proposals which we identified as our route to financial balance, and which following additional work since July 2020 were approved by the EIJB at their meeting on the 27th October 2020
 - d. Phase 3 - proposals at planning stage, to ensure savings can be realised in the next financial year
- 3.5 A high level summary of each of the approved projects within the EIJB's Savings and Recovery Programme can be found in appendix 3 with details of the financial impact of each of the projects found in appendix 4.

4. Main report

Savings and Recovery Programme Governance and Monitoring

- 4.1 Delivery of the EIJB's Savings and Recovery Programme is overseen by the Savings Governance Board (SGB), chaired by the Chief Officer. This group meets monthly with all project leads submitting progress reports which inform the overall dashboard prepared by the Programme Manager. As part of this process all reports are signed off by finance colleagues to ensure accurate and appropriate reporting.
- 4.2 At their meeting on the 16th October 2020 the EIJB's Performance and Delivery Committee (P&D) were provided with a presentation by the Programme Manager, outlining the Savings Programme Governance Framework to provide assurance that appropriate checks and balances were in place, to both monitor and scrutinise the Savings and Recovery Programme projects and manage associated risks and impacts. It was agreed that a quarterly report would be provided for P&D to provide an update on the position of the EIJB's Savings and Recovery Programme.

Overview of the Savings and Recovery Programme Position

- 4.3 It is important to understand that not all savings schemes are delivered uniquely by one organisation and that the EIJB's budget is considered as one "pot" of money, with the distinction between CEC and NHS savings increasingly becoming blurred.
- 4.4 Progress has been made across all projects within the Savings and Recovery Programme, with 4 of the 12 CEC projects having fully achieving their savings (close reports where appropriate have been submitted and logged with SGB, details of which can be found in appendix 6), and 3 further projects on track to deliver or exceed their targets. However, COVID-19 has, to a varying degree impacted on our capacity and ability to fully deliver a number of other projects. High level details of the individual projects statuses can be found in appendix 5, which includes RAG statuses of progress against plan and savings, overall trends and mitigations where risks or issues have been identified.

- 4.5 NHS Lothian led Savings Projects are governed through the Savings Governance Board detailed above, and existing NHS Lothian mechanisms, principally the Finance and Resources Committee.
- 4.6 Despite the challenges posed by COVID-19 highlighted above, overall, it is expected that financial balance will be reached across the 2020/21 Savings and Recovery Programme. This will be achieved through under spends or slippage in other budget areas and through Scottish Government (SG) funding for unachieved savings via mobilisation plans. Since the last financial update to the EIJB in October 2020, the SG has agreed that slippage in the delivery of agreed savings will be recognised via the mobilisation plans, with associated funding provided to meet these pressures.
- 4.7 However, the importance of clearly identifying where savings have or have not been achieved is fully recognised. This will be vital to; ensure transparency of reporting; make sure reflection and learning is taken on board for future schemes; and to appropriately inform the development of the EIJB's Savings and Recovery Programme for 2021/22. It is with this understanding that a further report will be provided to the next meeting of P&D on 27th April 2021 presenting the anticipated end of year position for 2020/21 Savings and Recovery Programme.

5. Next Steps

Future and Ongoing Governance and Monitoring of the Savings and Recovery Programme

- 5.1 Having set out and started to implement a clear and robust Savings and Governance Framework for the EIJB's Savings and Recovery Programme it is intended to report quarterly to P&D to ensure ongoing, appropriate scrutiny and monitoring of savings projects going forward.

6. Financial impact

- 6.1 Outlined elsewhere in this report

7. Stakeholder/Community Impact

Legal / risk implications

- 7.1 The key risk to the EIJB is the ability to fully deliver the savings programme to ensure financial balance within 2020/21.
- 7.2 The assumption that COVID-19 costs and unrealised savings will be met by the Scottish Government through the mobilisation planning process.
- 7.3 Any further waves of COVID-19.

Equality and integrated impact assessment

- 7.4 Integrated impact assessments have been undertaken for both the individual savings proposals and the programme as a whole. As appropriate these are updated as projects progress.

Environment and sustainability impacts

- 7.5 There is no direct additional impact of the report's contents.

Quality of care

- 7.6 Integrated impact assessments have been undertaken for both the individual savings proposals and the programme as a whole. As appropriate these are updated as projects progress.

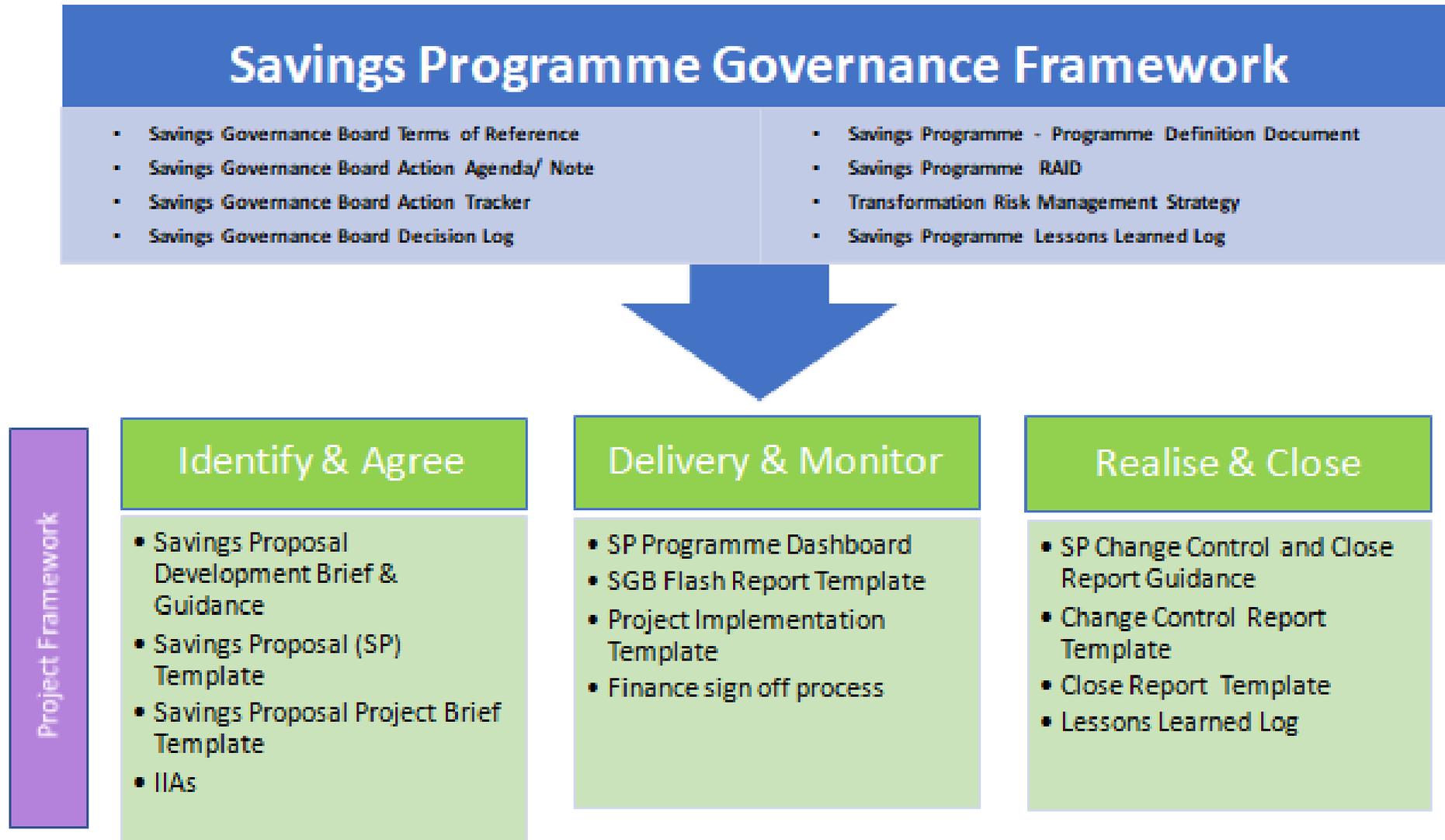
8. Background reading/external references

- 8.1 EIJB's 2020/21 Savings and Recovery Programme agreed at EIJB meeting on the 21st July 2020: <https://democracy.edinburgh.gov.uk/documents/s24813/Item%207.2%20-%20Savings%20and%20Recovery%20Programme%202020-21%20V2.pdf>
- 8.2 Phase 2 Proposals included within the 2020/21 Savings and Recovery Programme agreed at EIJB meeting on the 27th October 2020: <https://democracy.edinburgh.gov.uk/documents/s28260/7.1%20-%20Finance%20Update%20V2.pdf>

9. Appendices

Appendix 1	Savings Programme Governance Framework
Appendix 2	Savings Programme Framework – Proposal Phasing
Appendix 3	Summary of Projects within EIJBs Savings and Recovery Programme 2020/21
Appendix 4	EIJB Savings and Recovery Programme 2020/21
Appendix 5	Savings Governance Board (SGB) Programme Dashboard November 2020 for CEC Projects
Appendix 6	Close and Change Reports submitted and approved by Savings Governance Board

Appendix 1: Savings Programme Governance Framework (approved by CEC audit)



Appendix 2: Savings Programme Framework – Proposal Phasing

Programme Focus	Phase 0 (Already approved)	Phase 1 (Seeking approval)	Phase 2 (Route to financial balance)	Phase 3 (Future programme - planning stage)
1) Bed Based Review*		8. Home First*	16. Bed Based Project (Phase 1)	20. Bed Based Project (Phase 2)
				21. Contribution based charging
2) Purchasing	1. Adult Sensory Impairment Services	9. Purchasing	17. Additional Purchasing	22. Review Grants
			18. Mental Health and Wellbeing	
3) Building Based Services	2. LD Services (A)	10. LD Services (B)		23. Review future delivery model of building based services ²
	3. External Housing Support			
	4. Day Centres & Be Able*			
4) Workforce	5. Vacancy Control (G&C ¹)			24. Review Management Resource
				25. Mobile worker expenses
5) Lothian Service		11. Review Rehabilitation Services		
		12. Review Sexual Health Services		
		13. Prescribing		
6) Other	6. Hosted (by NHSL/ other 3HSCPs)	14. Community Equipment*	19.EADP	26. Internal Home Care*
	7. Set Aside			27. Thrive – Mental Health and Wellbeing
		15.Carers investment		28. Medical Day Hospitals*

Programme Focuses recognise where proposals may be interlinked and therefore have interdependencies e.g. purchasing and community investment

* Projects with elements that also fall within the Transformation Programme

¹ Grip & Control

² Informed by SG Route map and to incorporate Internal & External Services

Appendix 3: Summary of Projects within Savings and Recovery Programme 2020/21

	Proposal		Project Summary
Phase 0	1	Adult Sensory Impairment Services*	Through the delivery of the Adult sensory impairment services contracts in a different way, including the delivery of social work for people with sight loss from HSCP locality teams a 10% saving was made against the contract value.
	2	LD Services (A)**	Review of the current management arrangements for internally provided services; reviews of current packages of care, aligned with the 3 Conversation model, to ensure fair and equitable provision of support in areas such as short breaks and housing with support.
	3	External Housing Support***	From 1 st October 2020 through the use of Intensive Housing management mechanism, transition the method for all external housing support payments for older adults to come in line with other groups; mental health and disabilities, providing a fair and consistent approach.
	4	Day Centres & Be Able**	Increase access to the successful Be Able programme of older people's day care by refocusing our resources on providing high-end support and reablement approaches. Increase the number of Be Able sessions from 9 a week to 15 a week. Move away from the provision of internal mainstream day care with the resulting closure of 2 day care centres.
	5	Vacancy Control	Tighten up vacancy management arrangements across the EHSCP. Steps are intended to: improve communication; understanding and governance of the recruitment processes; reduce organisational risk and support delivery of workforce budget savings. Through introducing controls for immediate implementation in respect to pre-recruitment approval/ the authorisation to progress with recruitment.
	6	Hosted (by NHSL/ other 3HSCPs)****	Hosted services are operationally managed by a HSCP or business unit within NHS Lothian on behalf of two or more of the Lothian IJBs. Operational business units within NHS Lothian are expected to breakeven and demonstrate 3% efficiency savings on a yearly basis. Each business unit will develop savings plans locally and some of these will involve services hosted on behalf of IJBs. The development, implementation and monitoring of these schemes will take place in accordance with local arrangements.
	7	Set Aside****	Set aside services are operationally managed within the NHS Lothian acute services division on a pan Lothian basis. Operational business units within NHS Lothian are expected to breakeven and demonstrate 3% efficiency savings on a yearly basis. Each business unit will develop savings plans locally and some of these will involve services hosted on behalf of IJBs. The development, implementation and monitoring of these schemes will take place in accordance with local arrangements.
Phase 1	8	Home First*****	Through the use of the Home First model the reprofiling of Ward 71 at the Western General and Ward 120 in the Edinburgh Royal Infirmary has been enabled
	9	Purchasing *****	To ensure the best use of the purchasing budget and to maximise the benefit to eligible individuals in the most fair and equitable manner possible, within available resources, review current approaches and implement appropriate changes. These changes are to ensure that the EHSCP is able to fulfil its statutory obligations including in relation to Self-Directed Support (SDS) and that it is aligned with approaches delivered across Scotland, whilst supporting a move away from a dependency model to an enabling model that supports people to utilise their assets, develop new skills and take responsibility for their own decisions.
	10	LD Services (B)*****	The four elements of this project include: 1. Review internal housing and support; 2. Consider people using day support who live with care providers moving to a single service; 3. Transfer to a shared support where appropriate and 4. Phase out adult resource scheme.

	11	Review Rehabilitation Services*****	Through the establishment of the Integrated Rehabilitation Collaborative (IRC) deliver a Pan Lothian integrated and shared vision and model for rehabilitation services, incorporating plans proposed by the four Lothian HSCPS for community rehabilitation. Review the existing models of care to identify where improvements can be made to support services to operate more efficiently and effectively.
	12	Review Sexual Health Services*****	Review the Lothian Sexual and Reproductive Health Services (LSRHS) to ensure that models of care are as effective and efficient as possible, and are aligned with national and local public health and sexual health priorities.
	13	Prescribing *****	As part of the 2020/21 Lothian prescribing action plan deliver a range of efficiencies that will be attributed to EHSCP. These will come from multiple sources, including embedded working practices and specific targeted projects. Generating these efficiencies requires multidisciplinary working between pharmacists, technicians, GPs, community and practice nurses and allied health professionals.
	14	Community Equipment*****	Ensure appropriate Grip and Control of the Community Equipment Service features under six key headings: 1. Equipment provision; 2. Processes; 3. Behaviours; 4. Finances; 5. Communications and 6. SLAs & Contracts
	15	Carers investment*****	A combination of uncommitted Carers strategy funding and agreement to progress with proposed investments in contracted carer supports, but with a delay to January 2021, and through a reduction in further investment activity.
Phase 2	16	Bed Based Project (Phase 1) *****	To review the balance of internal and external residential provision, thereby reducing the growth assumptions and realising a saving.
	17	Additional purchasing*****	An additional saving against the purchasing budget following the same approach and principles laid out in proposal 9.
	18	Mental Health & Wellbeing*****	COVID-19 had a number of impacts on the broader Mental Health portfolios, resulting in financial slippage within core elements of the budget and delays to projects in a number of areas. This includes recruitment slippage to a number of posts resulting in a non-recurring saving.
	19	EADP*****	Due to the circumstances created by COVID-19 there were a number of delays to projects which have resulted in financial slippage within the substance misuse budget which has led to an underspend and a non recurring saving.

Further detail about all projects can be found in the associated report when proposals were approved by the EIJB:

* Agreed at IJB on 10/12/19 more detail about proposals can be found here: <https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=473&Ver=4>

** Already agreed as part of 2019/20 Savings Programme within the 2019/20 Financial Plan, more detail about proposals can be found here:

<https://democracy.edinburgh.gov.uk/CeListDocuments.aspx?CommitteId=160&MeetingId=2009&DF=29%2f03%2f2019&Ver=2>

*** Agreed at IJB on 28th April 2020 more detail about proposal can be found here: <https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=475&Ver=4>

**** Savings planned within NHS Lothian Set Aside

***** Agreed at IJB on 21/ 07/20 more detail about proposals can be found here: <https://democracy.edinburgh.gov.uk/documents/s24813/Item%207.2%20-%20Savings%20and%20Recovery%20Programme%202020-21%20V2.pdf>

***** Agreed at IJB on 27/ 10/20 more detail about proposals can be found in the paper "Finance Update" here:

<https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=479&Ver=4>

Appendix 4: Edinburgh IJB Savings and Recovery Programme 2020/21

Proposal		Phase	July 2020 Saving (£m)	Update Oct 2020 (£m)
1	Adult Sensory Impairment Services*	0	£0.03	£0.03
2	LD Services (A)**	0	£0.52	£0.52
3	External Housing Support***	0	£0.25	£0.20
4	Day Centres & Be Able**	0	£0.04	£0.04
5	Vacancy Control	0	£0.20	£0.20
6	Hosted (by NHSL/ other 3HSCPs)****	0	£0.74	£0.74
7	Set Aside****	0	£1.18	£1.18
Phase 0 Sub Total			£2.96	£2.91
8	Home First*****	1	£1.00	£1.00
9	Purchasing *****	1	£4.10	£4.10
10	LD Services (B)*****	1	£0.06	£0.06
11	Review Rehabilitation Services*****	1	£0.08	£0.08
12	Review Sexual Health Services*****	1	£0.05	£0.05
13	Prescribing *****	1	£1.96	£1.96
14	Community Equipment*****	1	£0.25	£0.25
15	Carers investment*****	1	£1.45	£1.45
Phase 1 Sub Total			£8.95	£8.95
16	Bed Based Project (Phase 1)	2	£0.50	£0.50
17	Additional purchasing	2	£3.09	£3.09
18	Mental Health & Wellbeing	2	£0.30	£0.30
19	EADP	2	£0.10	£0.15
Phase 2 Sub Total			£3.99	£4.04
20	Bed Based Project (Phase 2)	3		
21	Contribution based charging	3		
22	Review Grants	3		
23	Review delivery model of building based services	3		
24	Review Management Resource	3		
25	Mobile worker expenses	3		
26	Internal Home Care	3		
27	Thrive - Mental Health & Wellbeing (Phase 2)	3		
28	Medical Day Hospitals	3		
TOTAL 2020/21 SAVINGS			£15.90	£15.90

* Agreed at IJB on 10th December 2019: <https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=473&Ver=4>

** Already agreed as part of 2019/20 Savings Programme:

[https://democracy.edinburgh.gov.uk/Data/Edinburgh%20Integration%20Joint%20Board/20190329/Agenda/\\$item_56_-_201920_financial_plan.xls.pdf](https://democracy.edinburgh.gov.uk/Data/Edinburgh%20Integration%20Joint%20Board/20190329/Agenda/$item_56_-_201920_financial_plan.xls.pdf)

*** Agreed at IJB on 28th April 2020: <https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=475&Ver=4>

**** Savings planned within NHS Lothian Set Aside

***** Agreed at IJB on 21st July 2020: <https://democracy.edinburgh.gov.uk/documents/s24813/Item%207.2%20-%20Savings%20and%20Recovery%20Programme%202020-21%20V2.pdf>

Appendix 5: Savings Governance Board (SGB) Programme Dashboard November 2020 for CEC Projects

Savings Project		Progress against plan			Progress against savings			Commentary
		Oct 20	Nov 20	Trend	Oct 20	Nov 20	Trend	
Phase 0	1. Adult Sensory Impairment Services	10	10	→	10	10	→	Savings fully realised. New contracts from October 2020 were 10% less than previously as per agreement at EIJB in Dec 2019.
	2. Learning Disability Services (A)	10	10	→	10	10	→	Savings fully realised. Work completed during 2019/20 to ensure that savings would be realised from 1 st April 2020
	3. External Housing Support	7	7	↑	6	7	↑	Savings and project on track. Change Report approved by SGB in Oct 20 agreeing to risk share proposal with providers which saw an adjustment to project timelines. Project still anticipated to realise in year savings target. Monthly monitoring of implementation costs in place. Savings also anticipated from project in 2021/22.
	4. Day Centres & Be Able	6	6	→	8	8	→	Delay in implementing plan because of suspension of Day Centre services due to COVID-19. However savings on track because of resulting reduced costs. Planned savings from project in 2021/22 also still on track.
	5. Vacancy Control (CEC & NHS)	6	6	→	6	6	→	Project has been progressed with vacancy control process approved by EMT. COVID-19 second wave and winter pressures have meant that roll out has been paused. However, currently vacancies are at such a level that there is no risk associated with this and as a result of our staffing position we will still reach financial balance.
Phase 1	6. Purchasing	4	4	→	4	2	↓	Project behind plan and savings at risk due to the impact of COVID-19, which has led to increased demand in some areas and reduced capacity to make planned changes. Work is ongoing to implement changes where possible. It is anticipated that in 2020/21 a break even position will be reached, with additional purchasing costs claimed through the Local Mobilisation Plan by identifying the impact of COVID-19 on the overspend and to slippage in savings. Savings leads and finance are undertaking work to understand the drivers of purchasing forecast to support work in 2021/22, however this is a complex process. <i>(Monitored as a joint project with Additional Purchasing Project #11)</i>

	7. Learning Disability Services (B)	4	5	↑	4	5	↑	Delay in implementing elements 1 (review internal housing support) and 3 (Transfer to shared support) of this proposal due to COVID-19. However, 2 (Consider people using day support who live with care providers to move to a single service) and 4 (Phase out Adult Resource scheme) have been progressed and savings realised. Despite this it is anticipated that, financial balance will be reached across the programme via identified slippage.
	8. Community Equipment (CEC & NHS)	4	4	→	4	4	→	Project and savings behind plan due to the impact of COVID-19, which has increased demand for equipment and reduced capacity to make planned changes. Work is ongoing to establish grip and control mechanisms across the service area. It is anticipated that financial balance will be reached through reclaimed COVID costs via Local Mobilisation Plan
	9. Carers Investment	8	10	↑	8	10	↑	Savings fully realised. Identified slippage and delay in new Carers contract start date to January 2021 has realised agreed savings. A Close Report (CLR2) was submitted and approved by SGB on 21/10.
Phase 2	10. Bed Based Project (Phase 1)	5	3	↓	5	2	↓	Strategic intentions associated with the BBP for 2021/22 are likely to impact on this savings project. Despite this it is anticipated that, financial balance will be reached across the programme via identified slippage.
	11. Additional Purchasing Target	4	4	→	4	2	↓	Project behind plan and savings at risk due to the impact of COVID-19, which has led to increased demand in some areas and reduced capacity to make planned changes. Work is ongoing to implement changes where possible. It is anticipated that in 2020/21 a break even position will be reached, with additional purchasing costs claimed through the Local Mobilisation Plan by identifying the impact of COVID-19 on the overspend and to slippage in savings. Savings leads and finance are undertaking work to understand the drivers of purchasing forecast to support work in 2021/22, however this is a complex process. <i>(Monitored as a joint project with Additional Purchasing Project #6)</i>
	12. Thrive – Mental Health & Wellbeing (CEC & NHS)	8	10	↑	8	10	↑	Savings fully realised. Slippages in recruitment to a number of posts within Mental Health (core budget) have led to a non recurring saving of £300k in 2020/21. A Close Report (CLR3) was submitted and approved by SGB on 16/12. Project work is ongoing to identify future efficiencies given EIJB future financial challenges.

13. EADP	5	5	→	7	7	↑	Savings on track. Due to the circumstances created by COVID-19 there have been a number of delays to projects which have resulted in financial slippage within substance misuse budgets leading to a non recurring saving of £148k in 2020/21. Close report anticipated for SGB in Jan 21. Project work is ongoing to identify future efficiencies given EIJB future financial challenges.
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Detailed Project RAG Status *(Used across both the EIJB Savings Programme and Transformation Programme)*

Red	0	No confidence in delivery
Red	1	Critical issues threaten the success of the project and confidence in delivery is very low
Red	2	Significant project issues mean project is not on track and confidence in delivery is very low
Amber	3	Major problems regarding project performance and no or limited corrective actions in place
Amber	4	Major problems regarding project performance and delivery, but corrective actions are in place to improve confidence in delivery
Amber	5	Problems exist regarding project performance, delivery of corrective actions are/ have been delivered, with reasonable confidence of success
Amber	6	Minor problems exist with the project but confidence in the delivery of the project remains high
Green	7	Project on track and expected to deliver minimum outputs/ benefits
Green	8	Project on track. Progress and achievement of the project is on target
Green	9	Progress and achievement of the project is likely to exceed planned output/benefits
Blue	10	Project completed and outputs/ benefits delivered. Appropriate learning shared within and beyond Programme

Appendix 6: Close and Change Reports submitted and approved by Savings Governance Board (CEC Projects) *(Drawn from SGB 2020-21 Action Tracker, Decision & Change Control Log)*

Ref number	Savings Scheme Name	Close or Change	Decision	Owner	Date Agreed
CLR1	Home First	Close	Following full realisation of savings for this project (Home First) a Close Report (CLR1) was presented to board on 16/09 and SGB approved project for closure. As part of this process risks, dependencies and lessons learnt were considered and noted by SGB as appropriate. No issues of quality or performance were highlighted as part of the project.	Fiona Wilson	16/09/20
CLR2	Carers Investment	Close	Following full realisation of savings for this project (Carers Investment) a Close Report (CLR2) was presented to board on 21/10 and SGB approved project for closure. As part of this process risks, dependencies and lessons learnt were considered and noted by SGB as appropriate. No issues of quality or performance were highlighted as part of the project.	Katie McWilliam	21/10/20
CHR1	External Housing Support	Change	Change report presented at meeting on 16/09, SGB did not agree extension to implementation timelines. SGB requested that Katie McWilliam work with providers to find a middle ground and bring an updated version back to meeting on 21/10/20. (21/10/20) Updated change report (CHR1), proposing a risk share proposal with providers, as an alternative to just extending the implementation timelines (which has been accepted by providers as a good compromise) was presented and approved by SGB	Katie McWilliam	21/10/20

CLR3	Thrive: Mental Health & Wellbeing	Close	Following full realisation of savings for this project (Thrive: Mental Health & Wellbeing) a Close Report (CLR3) was presented to board on 16/12 and SGB approved project for closure. As part of this process risks, dependencies and lessons learnt were considered and noted by SGB as appropriate. No issues of quality or performance were highlighted as part of the project.	Linda Irvine Fitzpatrick	16/12/20
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