

Policy and Sustainability Committee

10:00am, Tuesday, 30 November 2021

Edinburgh Integration Joint Board Saving and Recovery Programme 2021/22 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 Saving Recovery Programme 2021/22

Judith Proctor

Chief Officer, Edinburgh Integration Joint Board

Contact: Kellie Smith, Programme Manager

E-mail: ksmith@edinburgh.gov.uk

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) 2021/22 Savings and Recovery Programme up to the end August 2021 (Period 5), focusing on the City of Edinburgh Council's (CEC) elements of the programme

3. Background

- 3.1 In March 2021 the EIJB agreed a phased Savings and Recovery Programme to deliver in year savings of £19.2¹, it was recognised that this would be challenging as Covid continued to impact operational service delivery across all sectors of health and social care.
- 3.2 The EIJB's Savings and Recovery Programme continues to be managed utilising the Savings Governance Framework that was put in place following an internal audit review of the governance of the programme in 2019 (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.
- 3.3 In February 2021, a new phase classification of saving and recovery projects was approved through the Saving Governance Board (Appendix 2). A total of seventeen projects were proposed and approved for the EIJB's 2021/22 Savings and Recovery Programme. The projects were grouped as per the following;

¹ EIJB 2021/22 Saving and recovery Programme agreed at EIJB meeting on the 24th March 2021, <https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=5569&Ver=4>

- 3.3.1 Seven (7) projects, previously approved by the EIJB at meetings held in March 2019², April 2020³ and July 2020⁴ were classified as Phase 1.
- 3.3.2 The new framework allowed for smaller operational projects to be included without EIJB approval. A total of six (6) projects in the programme were classified as Phase 2 (Operational Grip and Control).
- 3.3.3 Projects under the Transformation team that were to realise efficiencies were categorised separately under Phase 3.
- 3.3.4 An additional three (3) new proposals were presented and approved as part of the 2021/22 Financial plan at the EIJB's March 2021 meeting under the Phase 4 classification.
- 3.4 A list of each of the approved projects within the EIJB's 2021/22 Savings and Recovery Programme can be found, with details of the financial impact of each of the projects found in appendix 3.
- 3.5 It should be noted that, despite agreeing this challenging savings and recovery programme, it was not sufficient to balance the IJB's budget for 2021/22 and a gap of £9.3m remained at the start of the financial year.

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 13th October 2021, the EIJB's Performance and Delivery Committee (P&D) was provided with a report by the Programme Manager, on the progress status and associated RAG evaluation for all approved projects within the 21/22 programme up until the end of August 2021. Financial (Saving) RAG evaluation for each project was provided up until the end of July, lagging one month behind the project progress status to allow time for the data to be confirmed with the NHS Lothian and CEC finance teams.

Overview of the Savings and Recovery Programme Position

² EIJB, 10th Dec 2019,

<https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MIId=473&Ver=4>

³ EIJB, 28th April 2020,

<https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MIId=475&Ver=4>

⁴ EIJB, 21st Jul 2020,

<https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MIId=5537&Ver=4>

- 4.3 It is important to note 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. A total of twelve (12) projects in the programme fall under CEC accountability.
- 4.4 Progress has been made across all CEC projects within the Savings and Recovery Programme, with three (3) projects having fully achieving their savings. Close reports where appropriate have been submitted and logged with the Saving Governance Board (SGB), details of which can be found in appendix 5.
- 4.5 Six (6) projects are on track to deliver or exceed their targets. However, COVID-19 has, to varying degrees, impacted on our capacity and ability to fully deliver three (3) projects. High level details of the individual project 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.
- 4.6 NHS Lothian led Savings Projects are governed through the SGB detailed above, and existing NHS Lothian mechanisms, principally the Finance and Resources Committee.
- 4.7 Despite the challenges posed by COVID-19 highlighted above, overall, it is expected that financial balance will be reached across the 2021/22 Savings and Recovery Programme. This will be achieved through under spends or slippage in other budget areas and through Scottish Government (SG) support. Since the last financial update to the EIJB in October 2021, the SG has confirmed that they will support Integration Authorities to achieve in year financial balance.
- 4.8 Nonetheless, 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; making 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 2022/23. It is with this understanding that a further report will be provided to P&D in April 2022 presenting the anticipated end of year position for 2021/22 Savings and Recovery Programme.

5. Next Steps

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

- 5.1 It is intended that quarterly Saving and Recovery Programme reports to P&D will continue, 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 appropriate these are updated as projects progress. Environment and sustainability impact
- 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 appropriate these are updated as projects progress.

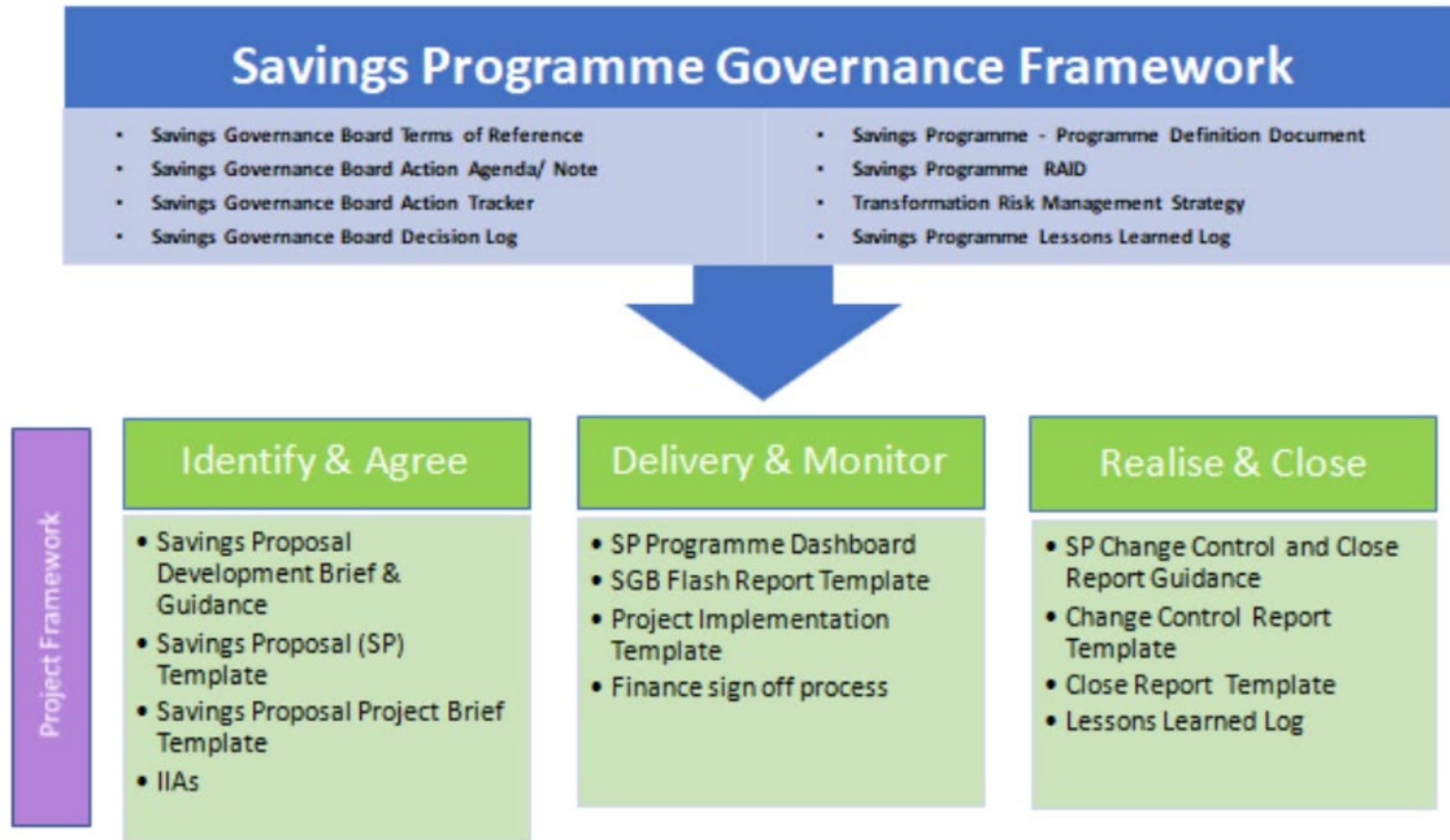
8. Background reading/external references

- 8.1 EIJB 2021/22 Saving and Recovery Programme agreed at EIJB meeting on the 24th March 2021,
<https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=5569&Ver=4>

9. Appendices

- Appendix 1 **Savings Programme Governance Framework**
- Appendix 2 **Savings Programme Governance Framework – Categories**
- Appendix 3 **EIJB Savings and Recovery Programme 2021/22**
- Appendix 4 **Savings Governance Board (SGB) Programme Dashboard September 2021 for CEC Projects**
- Appendix 5 **Close and Change Reports submitted and approved by SGB**

Appendix 1: Saving Programme Governance Framework



Appendix 2: Savings Programme Governance Framework – Phase Definitions

1. Previously Approved	2. G&C/ Operational	3. Transformation Programme (TP)	4. New: To be approved
<ul style="list-style-type: none">Proposals approved by the EIJB in the previous financial year that will continue to have an impact on savings as part of the new programme	<p><i>Grip and Control Proposals</i></p> <ul style="list-style-type: none">Proposals that ensure effective financial management or implementation of policies, procedures & processes (e.g. Good Practice Forum) and do not require an IIA <p><i>Operational Proposals</i></p> <ul style="list-style-type: none">Proposals that have no impact/ result in no service or policy changeRepeated Annual Proposals that are part of an existing programme e.g. Prescribing managed through Lothian Prescribing ForumProposals that are managed through other existing governance structures e.g. Set Aside – sits within NHS Lothian Acute mechanismsProposals that are for between £0-50k unless they are considered by SGB to be potentially controversial or politically sensitive	<ul style="list-style-type: none">Proposals that fall under the governance of the EIJBs Transformation Programme	<ul style="list-style-type: none">Savings proposals that could lead to a significant service, policy or budgetary changeProposals over £50kProposals considered by SGB to be potentially controversial or politically sensitive

Appendix 3: Summary of Projects within EIJBs Savings and Recovery Programme 2021/22

Phase	Project Name	SRO	Approved Target Saving ⁵
1	Hosted Service & Set aside	Moira Pringle	£2,.1m
1	Purchasing	Nikki Conway	£7.2m
1	Community Equipment	Hannah Cairns	£250k
1	Sexual Health Service Review	Sheena Muir	£110k
1	Review Rehabilitation Services	Sheena Muir	£140k
1	Ex Housing Support - Older People	Katie McWilliam	£500k
1	Day Centres & Be Able	Katie McWilliam	£130k
1	Learning Disabilities	Mark Grierson	£200k
2	The Works	Nikki Conway	£0.3k
2	Substance Misuse	Colin Beck	£150k
2	Prescribing 21-11	Mike Massaro-Mallinson	£2.2m
2	OP Day Opportunity	Katie McWilliam	£163k
2	Positive Steps	Angela Lindsay	£0.3k
3	Medical Day Hospitals	Katie McWilliam	£200k
3	Bed Based Review	Tony Duncan	£1.6m
4	Policy Development	Tom Cowan	£4.0m
4	BBV Service Review	Colin Beck	£0.45k
4	LD Overnight Services	Mark Grierson	£75k
			£19.2m

⁵ EIJB 2021/22 Saving and recovery Programme agreed at EIJB meeting on the 24th March 2021, <https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=5569&Ver=4>

Appendix 4 Savings Governance Board (SGB) Programme Dashboard August 2021 for CEC Projects

Project Name	Phase	Target Saving	Progress RAG as of End AUGUST 21	Savings RAG as of End JULY 21	Progress update as of 31st August 2021
Purchasing	1	£7,190,000.00	4	2	<p>Work has been ongoing to implement changes across the purchasing project that support grip and control and improve practice, despite increased demand and reduced capacity due to the impact of COVID-19.</p> <p>A detailed project plan to address training issues and realign service provision following the pandemic has been developed, agreed and baselined. Data processing and quality issues continue to impact financial reporting against this project due to SWIFT issues. Mitigations to address the issues have been incorporated in the plan to realign the service. A significant dependency on the Policy Development project has been documented for this project.</p>
Community Equipment	1	£250,000.00	4	2	<p>Covid pressures continue to change the demand for equipment at pace. As a result of this, the project has completed a rescoping exercise. Eight (8) project goals have been identified</p> <p>Work to quantify project goals, confirm project duration and prioritise work is expected to complete in the next 2 weeks. A revised project brief will be completed to determine if a formal change request is required for the project.</p>
Policy Development	4	£4,000,000.00	4	2	<p>A detailed gap analysis of current policies and procedures has been completed and a dependency on resources within the Office of the Chief Social Worker has been identified to complete the work.</p> <p>A single shared database of 115 policies and procedures has been identified as required to be reviewed or are a new document. The list has been agreed and shared with stakeholders, prioritisation has been completed based on recommendations from Audit and work is underway to identify resource gaps and determine the total effort required.</p> <p>Concerns have been raised regarding the process to complete a procedure review across different directorates within the CEC. A plan to address this issue is being undertaken with the Office of the Chief Social Worker.</p>
Bed Based Review (jointly attributed to	3	£1,610,000.00	5	5	<p>Slippage in the project has meant that full savings is unlikely to be realised. This is expected to be mitigated through in year savings as result of low occupancy rates in residential care.</p>

Project Name	Phase	Target Saving	Progress RAG as of End AUGUST 21	Savings RAG as of End JULY 21	Progress update as of 31st August 2021
CEC and NHS Lothian)					
LD Overnight Services	4	£75,000.00	5	5	Four providers have been engaged and confirmed for a contract reduction that will deliver the project saving in full. It is expected that this project will correct in both progress and financial RAG within the next report period.
OP Day Opportunity	2	£163,000.00	6	8	Expenditure reduced at the expected level and the contract value in the General Ledger has been confirmed as reduced to deliver the savings. While a delay in occupancy of Canalside has slowed the progress of the project, CEC Finance have confirmed a delay in occupancy will not put the overall budget at risk. It is expected that this project will correct in both progress and financial RAG within the next report period.
Ex Housing Support - Older People	1	£500,000.00	9	9	This project is progressing as planned and will be closed within the next reporting cycle with a full realisation of savings.
Day Centres & BeAble	1	£130,000.00	9	9	This project is progressing as planned and will be closed within the next reporting cycle with a full realisation of savings.
BBV Service Review	4	£45,000.00	5	10	Full savings have been confirmed. Project has been closed under CLR-04. Despite a full saving confirmed the project did not progress as expected. Lessons learnt have been logged in alignment with programme governance.
Learning Disabilities	1	£200,000.00	10	10	Full savings has been realised. Project activity has completed as planned. The project has been closed under CLR-01
Positive Steps	2	£30,000.00	10	10	Full savings has been realised. Project activity has completed as planned. The project has been closed under CLR-02

Dashboard RAG Scoring Guidance*

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

**Used across both the Savings Programme and Transformation Programme*

Appendix 5: Close and Change Reports submitted and approved by Savings Governance Board

(Drawn from SGB 2021-22 Action Tracker, Decision & Change Control Log)

Reference Number	Savings Scheme Name	Close or Change	Supporting Documents	Decision	Owner	Comments and decision updates	Status	Date Approved	
21/22 SRP	CLR01	SRP 2021-2022: 03 Learning Disabilities	Close	CLR01	Close Project	Mark Grierson	Following full realisation of savings for this project a Close Report (CLR01) was presented to board on 16/06/21 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.	Approved	16th June 2021
21/22 SRP	CLR02	SRP 2021-2022: 08 Positive Steps	Close	CLR02	Close Project	Angela Lindsay	Following full realisation of savings for this project a Close Report (CLR02) was presented to board on 11/08/21 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.	Approved	11th Aug 2021
21/22 SRP	CLR04	SRP 2021-2022: 15 Blood Born Viruses (BBV)	Close	CLR04	Close Project	Colin Beck	Following full realisation of savings for this project a Close Report (CLR04) was presented to board on 15/09/21 and SGB approved project for closure. As part of this process risks, dependencies and lessons learnt were considered and noted by SGB as appropriate. Despite achieving target saving, this project did not progress as planned. A contract review, expected to be completed this year to deliver savings for the 22/23 programme, was not able to commence due to time and resource restrictions. Ensuring contract review process aligns with the organisations contract management framework was documented as a lesson learnt.	Approved	15th Sept 2021

Reference Number		Savings Scheme Name	Close or Change	Supporting Documents	Decision	Owner	Comments and decision updates	Status	Date Approved
							A process review of the contract management framework has commenced to ensure enough time and the right resources are available to manage contract management risk. Activities to complete the contract review will now be included and monitored in the 22/23 programme with savings expected to be realised in the 23/24 financial year.		