

# Policy and Sustainability Committee

10am, Tuesday 22 August 2023

## Edinburgh Integration Joint Board Savings and Recovery Programme 2022/23 Closure Report

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 It is recommended that the Policy and Sustainability Committee notes the end of year position with the Edinburgh Integration Joint Board's 2022/23 Savings and Recovery Programme as it impacts City of Edinburgh Council services.

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# Report

## Edinburgh Integration Joint Board Savings and Recovery Programme 2022/23 Closure Report

### 2. Executive Summary

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- 2.1 The purpose of this report is to provide the Policy and Sustainability Committee with an update on the end of year position for the Edinburgh Integration Joint Board's (EIJB) 2022/23 Savings and Recovery Programme, focusing on the City of Edinburgh Council's (the Council) elements of the programme.

### 3. Background

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- 3.1 In March 2022 the EIJB agreed a phased Savings and Recovery Programme (SRP) to deliver in year savings of £5.74m, recognising that achieving further savings without significant detrimental impact on services was increasingly challenging.
- 3.2 A list of each of the approved projects within the EIJB's 2022/23 SPR can be found, with details of the financial impact of each of the projects found in appendix 1.

### 4. Main report

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#### 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 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 the Council and NHS Lothian savings increasingly becoming blurred. Of the ten (10) projects in the 22/23 SRP, two (2) fell under the Council's sole accountability and one (1) was to be delivered jointly across the 2 organisations.
- 4.3 NHS Lothian led savings projects are governed through the SGB detailed above, and existing NHS Lothian mechanisms, principally their Finance and Resources Committee.

## **Delivery of the 2022/23 Savings and Recovery Programme**

- 4.4 Of the 10 projects in the SRP, 8 fully achieved or exceeded their savings target. High level details of the individual projects statuses can be found in appendix 2.1, based on the Savings Governance Board (SGB) Programme Dashboard for May 2023. This covers actions up to and including March 2023 and indicates the end of year position for the 3 projects, either fully or partially attributable to the Council.
- 4.5 Delivery of the bed base review saving has been impacted by delays in decision making regarding the use of the former Drumbrae care home and associated impact on implementation of the bed base strategy. As at year-end, the bed base review has recorded a saving of £1.66m against a target of £2.1m. This project was jointly delivered by the Council and NHS Lothian and the shortfall in savings relates entirely to the health component.
- 4.6 The Learning Disability Overnight Service saving has delivered £49k (against a target of £75k which represents 66% of its target saving. However, processes are now in place to ensure that full year, recurring savings in excess of the original target will be delivered within 2023/24.
- 4.7 Despite the shortfall in these two areas, it has been confirmed that overall financial balance has been reached for the programme, either through achievement of savings above target, or through underspends or slippage in other budget areas.

## **5. Financial impact**

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- 5.1 There are no direct financial implications of this report.
- 5.2 In total, the Council delivered element of the programme overachieved against the targets by c£200k. This in turn contributed to an overall break even position against the budget for 2022/23.

## **6. Stakeholder/Community Impact**

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### **Legal/risk implications**

- 6.1 The key risk to the EIJB was the ability to fully deliver the savings programme to ensure financial balance within 2022/23. As described in this report, this was achieved in year and any relevant financial impact incorporated in the 2023/24 financial plan.

### **Equality and integrated impact assessment**

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

### **Environment and sustainability impact**

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

## Quality of care

- 6.4 As above, 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.

## 7. Background reading/external references

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- 7.1 EIJB 2022/23 Savings and Recovery Programme agreed at EIJB meeting on the 22 March 2022

<https://democracy.edinburgh.gov.uk/documents/s43645/6.1%20Savings%20and%20Recovery%20Programme%2022-23.pdf>

## 8. Appendices

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- Appendix 1 EIJB 2022/23 Savings and Recovery Programme (SRP) Summary
- Appendix 2.1 EIJB 2021/22 Savings and Recovery Programme (SRP) Year End Summary for Council Projects
- Appendix 2.2 SRP Progress RAG Scoring Guidance
- Appendix 2.3 SRP Savings RAG Scoring Guidance

## Appendix 1: EIJB Savings and Recovery Programme (SRP) 2021/22 Summary

No.	Title	Lead	Amount (£m)
<b>Previously Approved Proposals</b>			<b>£0.41</b>
1	Review Rehabilitation Services	Sheena Muir	£0.14
2	Review Sexual Health Services	Sheena Muir	£0.11
3	Community Equipment	Sheena Muir/Sylvia Latona	£0.055
4	LD Overnight Services	Mark Grierson	£0.075
5	The Works	Linda Irvine-Fitzpatrick	£0.03
<b>Operational/ Grip and Control Projects</b>			<b>£3.03</b>
6	Hosted Services & Set Aside	Moira Pringle	£0.57
7	Prescribing	Anna Duff	£2.06
8	Purchasing	Nikki Conway/Deborah Mackle	£0.4
<b>Transformation Projects</b>			<b>£2.3</b>
9	Medical Day Hospitals	Katie McWilliam	£0.2
10	Bed Based Review	Jacquie McCrae	£2.1
<b>Total Savings and Recovery Programme</b>			<b>£5.74</b>

## Appendix 2.1: 2022/23 Savings and Recovery Programme (SRP) Year End Summary for Council Projects

Project Number	Project Name	Target Saving as documented in Appendix 4 of the 22 <sup>nd</sup> MAR 22 EIJB report	Progress RAG* as of End MAR 23	Savings RAG** as of End MAR 23	Progress update as of end March 2023
4	LD Overnight Services	£75,000	10	6	A saving of £49k has been delivered by year-end as a part-year effect, however, the recurring annual saving will be £82k. A close report (CLR-08) was approved at the Savings Governance Board in May.
8	Purchasing	£400,000	10	10	A saving of £653k has been delivered, representing 163% against target. A close report (CLR-09) was approved at the Savings Governance Board in May. Further savings in this area will form part of the Savings and Recovery Programme 23-24 and were approved by the EIJB in March 23.
10	Bed Based Review (jointly delivered with NHS Lothian)	£2,100,000	4	7	The Bed Based Project is under review to identify next steps and a way forward. £1.66M has been delivered in-year, or 79%. This shortfall in delivery related entirely to the NHS element of the project, the Council portion being delivered in full. Further savings in this area will be considered for inclusion in the Medium-Term Financial Strategy. A close report (CLR-10) was approved by Savings Governance Board in May 23.

## Appendix 2.2 SRP Progress RAG Scoring Guidance

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

## Appendix 2.3 SRP Savings RAG Scoring Guidance

RAG Rating		% of Savings Target
Red	0	0% achieved
Red	1	<20%
Red	2	20% - 30%
Amber	3	30% - 40%
Amber	4	40% - 50%
Amber	5	50% - 60%
Amber	6	60% - 70%
Green	7	70% - 80%
Green	8	90% -100%
Green	9	>100% achieved
Blue	10	Financial balance achieved and recorded in general ledger Appropriate learning shared within and beyond programme