

To: Renfrewshire Integration Joint Board

On: 26 January 2024

Report by: Head of Strategic Planning & Health Improvement

Heading: Sustainable Futures Programme: Progress Update

Direction Required to Health Board, Council or Both	Direction to:	
	1. No Direction Required	X
	2. NHS Greater Glasgow & Clyde	
	3. Renfrewshire Council	
	4. NHS Greater Glasgow & Clyde and Renfrewshire Council	

1. Summary

- 1.1. This paper provides an update to the IJB on Sustainable Futures programme following the IJB's approval to progress assessment of a range of initial proposals considered at its meeting in November 2023.
- 1.2. It has been developed in the context of the details emerging from the Scottish Government's budget for 2024/25, and a brief update is provided in Section 4 of the paper. This reflects the level of detail available at the time of writing however underlines the highly challenging financial context the IJB will continue to operate within, and which will require further savings to be identified in future.
- 1.3. The paper sets out the nature of engagement carried out to date on those proposals considered in November and approved for further assessment, and notes that a range of concerns and challenges have been raised through this process. The paper also sets out the next steps for progressing the impact assessment with the intention of bringing updated proposals back to the IJB for consideration in March 2024, in line with the agreed approach.
- 1.4. Separately, an additional paper outlining proposals relating to non-residential charging has been submitted for the IJB's information at this meeting. This paper will subsequently be considered at the next Council meeting in February 2024. More widely, the HSCP will continue to develop savings proposals, in line with the approach agreed by the IJB, and submit these to the IJB for consideration at future meetings as appropriate.

2. Recommendations

It is recommended that the IJB:

- Note the update provided on the Scottish Budget announcement (Section 4);
- Note the updates provided on the stakeholder engagement process currently underway (Sections 5 and 6); and
- Note the further activity to be undertaken in advance of the IJB's meeting in March 2024, to enable the submission of updated options and additional savings options in line with the overarching approach previously agreed (Section 7).

3. Background

- 3.1. At its previous meeting in November 2023, the IJB considered the update provided on the progression of the Sustainable Futures programme. This programme is intended to identify and develop options, subject to the IJB's agreement, to address a projected financial gap of £14.7m in 2024/25.
- 3.2. At this meeting, the IJB considered a range of indicative savings options. In addition to proposals which the IJB was asked to note or approve for implementation at the outset of the next financial year, there were several options identified for which approval was sought to move to a process of engagement and more detailed impact assessment. Specifically, these options were to consider:
- A proposed reduction in the internally managed Care Home estate from three homes to two homes.
 - Combining the Mirin and Milldale day services.
 - Closing the Flexicare service.
 - Permanent implementation of a stabilised Older People's Day Support model through the confirmed closure of Falcon Day Centre and maintenance of the closure of Montrose Day Centre pending the outcome of the Residential Care proposal.
 - Aligning capacity within the Disability Resource Centre with reduced occupancy through engagement with the Care Inspectorate.
- 3.3. In line with the overarching approach agreed by the IJB in November 2023, final proposals relating to these options will be brought to the IJB for further consideration in March 2024. Prior to this, the HSCP has commenced a process of engagement with staff, service users, residents, families and carers to gather feedback on the options above and this will be reflected in equality impact assessments (EQIAs) and options appraisals. This paper provides an update to the IJB on the engagement process and sets out next steps for the IJB's consideration.
- 3.4. In addition to this paper, a further paper is provided setting out proposed changes to non-residential charges. As decision relating to charging policy are reserved to Renfrewshire Council, these proposals will be submitted for a decision at the next Council meeting in February. Should the proposed changes be agreed, projections for increases to income generated will be captured within the IJB and HSCP's financial planning for 2024/25.

4. Scottish Budget Announcement on 19 December 2023

- 4.1. The Deputy First Minister and Cabinet Secretary for Finance announced the Scottish Budget on 19 December 2023. In advance of the Budget, the Deputy First Minister had noted that the economic context was extremely challenging and that very challenging decisions would need to be made.
- 4.2. Reflecting the timing of the Budget announcement, and the development of this paper, the HSCP has not yet received or been able to assess further details of the budget and its full implications for the IJB's budget in 2024/25. However, upon review of the information currently available, it is anticipated that the financial settlement for NHS Boards, Local Government and Integration Authorities will be extremely challenging. For example, NHS Boards will receive no uplift on non-pay related budgets and will be required to manage costs within the current finances available. This will also impact on delegated IJB budgets. It is therefore anticipated that the projected financial gap for the IJB in 2024/25 will be greater than the £14.7m referenced in section 3.1, and previously discussed with the IJB.
- 4.3. Consequently, the HSCP will continue to identify additional savings proposals for the IJB's consideration at future meetings. Given the expectation that the financial gap next year will be greater than previously projected, it is likely that any such proposals will be increasingly complex, have greater impact and will require continued difficult decisions to be made by the IJB. The HSCP continues to welcome further guidance from IJB members regarding areas which should be prioritised for consideration through this process.
- 4.4. More widely, it has also been announced that the next UK Government Budget will take place on 6 March 2024. This may potentially have further implications for the overall budget available to the Scottish Government and associated funding decisions. Further updates will be brought to the IJB as additional information becomes available.

5. Implementing routes to engagement following the November IJB

- 5.1. The paper considered by the IJB in November 2023 recognised that the nature of decisions requested of the IJB will be very challenging and difficult. While proposals developed will seek to manage overall impact as far as possible, the impact experienced by each individual, their families and carers, will differ and reflect their specific circumstances.
- 5.2. The engagement approach adopted by the IJB is therefore intended, as far as possible, to provide opportunities through a number of routes for staff and individuals to provide feedback, seek further clarity and to highlight concerns they may have about the potential impact on their family members and loved ones, and for their own situation as unpaid carers or employees delivering services.
- 5.3. Four core strands of activity underpin this approach: (i) engaging with service staff affected by proposals; (ii) engaging with affected service users, residents, families, and carers; (iii) responding to enquiries received from members of

the public, elected members, MSPs, MPs and the media; and (iv) wider engagement with HSCP staff and key fora.

- 5.4. Following agreement to proceed in November and in line with the agreed approach, engagement commenced in early December 2023. At the time of writing, engagement sessions are ongoing and will continue until the end of January 2024.

Engagement with service staff

- 5.5. Four staff engagement events were held prior to Christmas to provide further detail on the proposals considered by the IJB in November and to discuss concerns, challenges and opportunities arising from the proposals. Overall, staff in these sessions were reflective of the potential impact of changes proposed. Further engagement with staff will also be undertaken in January in response to request for further opportunities to discuss once staff have had the opportunity to digest the information available.

Engagement with service users, residents, families and carers

- 5.6. To enable people to choose a time which is more suitable to them, the approach to engagement with families and carers has included online meetings held during working hours and face to face engagement events held in evenings following the working day. In total, four sessions were undertaken in December 2023, consisting of one meeting held online and one in person for each of the Mirin and Milldale and residential care proposals.
- 5.7. At the time of writing, further sessions relating to the proposals for Older People's Day Services and the Disability Resource Centre are scheduled to be completed during January. In addition, sessions to engage with care home residents and conversations with affected service users in Mirin and Milldale are ongoing.
- 5.8. This programme of engagement reflects an increased number of events following requests for additional opportunities to engage made by attendees of the sessions held in December. Invites to these sessions have also been extended to IJB members to enable their attendance where possible.

Responding to enquiries

- 5.9. The proposals considered by the IJB in November understandably attracted media attention and have been subject to media articles both in advance of and following the meeting. These articles have focused on concerns raised by impacted service users, families and carers in addition to those raised by political parties. In addition, the HSCP continues to receive and respond through established processes to enquiries received from members of the public, elected members, MSPs and MPs relating to the proposals under consideration.

Wider engagement

- 5.10. In addition to the engagement sessions outlined above, the HSCP has also set up a Sustainable Futures mailbox, through which further questions or feedback can be provided. Paper and online surveys can also be completed, and staff will also collate any feedback that is provided directly to them.
- 5.11. More widely, the HSCP has also sought to engage with staff and other interested stakeholders to ensure that there is broad awareness of the decisions made by the IJB to date, and the approach that has been adopted to further develop existing proposals and identify further savings options. This includes:
- Email updates from the IJB Chair and HSCP Chief Officer before and following the previous IJB;
 - Facilitated discussions with the HSCP's Extended SMT;
 - Presentation and discussion with the Third Sector Forum and Providers Forum;
 - Discussion with the Strategic Planning Group;
 - Engagement with Care Planning Groups; and
 - The Staff Partnership Forum, which has Sustainable Futures updates as a standing agenda item.
- 5.12. This strand of engagement will be a continued focus for the HSCP over coming months to ensure that the Partnership's wider staff group and interested stakeholders have up-to-date information on the progress of the programme.

6. Overview of feedback received during early engagement sessions

- 6.1. A range of views have been shared with the HSCP through the engagement undertaken at the time of writing. Understandably, this includes frustration, anger and anxiety in relation to the proposals currently being assessed, in terms of the impact that these may have on service users and residents, and also on families and carers. Concerns were also highlighted around the current uncertainty arising where decisions have not yet been made.
- 6.2. The HSCP fully recognises that the process underway is highly concerning for those who may be affected by the proposals identified to date, as is reflected in 6.1 above. However, it is also disappointing that officers have had to deal with inappropriate comments and behaviours from a small number of individuals alongside being made aware of inaccurate information also being circulated. This places significant pressure on officers whilst also increasing concerns among wider stakeholders. In addition, such behaviours can also discourage many individuals from feeling able to express their own views within the sessions undertaken.
- 6.3. Written outputs of the points raised in these sessions have been shared with attendees and will also be published on the HSCP's website to ensure these are accessible to a wider audience. The participants in the engagement sessions also sought further information on a range of questions. At the time

of writing, actions to collate this information and to share it in an accessible format are underway.

- 6.4. Separately, participants in the wider engagement undertaken to date have recognised the extent of financial challenges faced by the IJB and HSCP in coming financial years. These challenges are also faced by partners across the sector and consequently discussions have highlighted the continued importance of working collaboratively to address common issues where possible. Aligned with this, some have also commented on the need for service provision to change and the opportunity to do this given the wider financial context.
- 6.5. The feedback received has also reflected on the 'knock-on' impacts of decisions made on wider provision, particularly preventative and community-based support provided, particularly by third sector organisations.
- 6.6. A further update on feedback received will be brought to the IJB in March 2024, alongside updated proposals as agreed in the overarching approach for the Sustainable Futures programme. In addition, the HSCP will also review lessons learned from the engagement undertaken to date, for further discussion with IJB members, and will set out how this learning will be reflected in the approach to future engagement on savings options. This will also consider the available capacity within services to deliver the savings identified through Sustainable Futures whilst also ensuring that services continue to be managed safely and effectively.

7. Next steps

- 7.1. As noted in Section 3 of this paper, the feedback received during the engagement process will feed into the development of equality impact assessments (EQIAs) and the options appraisal process. Work has continued to review available data during this period of engagement, and this will now be brought together to develop these impact assessments. Prior to submission to the IJB, these will be considered and tested, in draft, by the Sustainable Futures Programme Board which includes input from Heads of Service, HR, Trade Unions and Staff side and professional input from the Chief Nurse and Chief Social Work Officer.
- 7.2. The options appraisal process will assess each proposal using consistent criteria to assess their impact should they be implemented. This is particularly important when considering alternative options (such as is required in assessing each internal care home as part of the proposal to reduce the internal care home state from three to two). It also ensures that the impact of individual proposals is considered and documented in the same, consistent way. In summary, the option appraisal will consider:
 - The impact of proposals on service quality and individuals' outcomes including the impact on service users, families, unpaid carers and staff;

- The alignment of proposals with the IJB's Strategic Plan, the Workforce Plan and policy and legislation related to the service area under consideration;
 - The ability of proposals to contribute to the IJB's overall budget sustainability through the delivery of savings or increased income;
 - The feasibility of the proposals, including consideration of any risks that might be created as a result of their implementation and the time that would be required to implement them.
- 7.3. Updated proposals brought to the IJB at its next meeting in March will include further detail on proposed implementation timelines. This reflects the complexity of the proposals identified and reflects that a range of actions will be required to implement them should they be approved. Any savings to be delivered within 2024/25 will therefore also be pro-rated to reflect the time needed to implement them.
- 7.4. The HSCP also recognises the concerns raised during the engagement process to date that the nature of the impact on each service user or resident and their families and carers will differ, in reflection of each individual's different support needs. Implementation plans will be designed to be flexible and person-centred to ensure that each service user or resident is supported by an individual plan which meets their needs.
- 7.5. In addition to providing updates to the IJB on the proposals considered in November 2023, the HSCP will also seek to bring further available savings proposals to the IJB in March, as set out in the approach which has been agreed.

Implications of the Report

1. **Financial** – Final proposals on these options, with updated savings as appropriate, will be brought to the IJB in March 2024 for further consideration.
2. **HR & Organisational Development** – HR colleagues, alongside Staff-side and Trade Union colleagues are members of the Sustainable Futures Programme Board and retain oversight of programme progress and the development of options appraisals.
3. **Strategic Plan and Community Planning** – This paper aligns with the Sustainable Futures theme set out within the IJB's Strategic Plan 2022-25.
4. **Wider Strategic Alignment** – This paper also aligns with the IJB's Medium Term Financial Plan 2022-25.
5. **Legal** – All updates in this report are consistent with the HSCP's statutory duties and support delivery of the Public Bodies (Joint Working) (Scotland) Act 2014.
6. **Property/Assets** – The proposals identified, should they be implemented, will to impact on the HSCP's existing use of property. Ownership of property currently utilised remains reserved to NHS GGC and Renfrewshire Council and engagement with these partners will remain ongoing.
7. **Information Technology** – No implications from this report.
8. **Equality & Human Rights** – The proposals discussed in this paper are subject to the ongoing development of equality impact assessments (EQIAs).

9. **Fairer Scotland Duty** – Any implications on the Fairer Scotland Duty from the proposals identified will be captured and assessed as part of the EQIA process.
 10. **Health & Safety** – No implications from this report.
 11. **Procurement** – No implications from this report.
 12. **Risk** – Risks and issues arising from the contents of this report are tracked and managed on an ongoing basis and incorporated into reports to the IJB Audit, Risk and Scrutiny Committee as appropriate.
 13. **Privacy Impact** – No implications from this report.
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List of Background Papers: None

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