

**To: Renfrewshire Integration Joint Board**

**On: 29 September 2023**

**Report by: Head of Strategic Planning & Health Improvement**

**Heading: Development of a Sustainable Futures Programme: Update**

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

## 1. Summary

- 1.1. In June 2023, within the context of significant financial pressures, the IJB approved proposals to create a Sustainable Futures programme to contribute towards addressing the projected financial gap of £14.7m in the 2024/25 financial year. The proposals agreed also identified an initial set of projects to be included within scope at the programme's outset.
- 1.2. This paper provides further detail on the HSCP's implementation of the Sustainable Futures programme over the summer period. It also identifies two further areas of scope which it is proposed, subject to the IJB's agreement, are progressed alongside the projects previously approved in June 2023.

## 2. Recommendations

It is recommended that the IJB:

- Note the updates provided on the progress made in implementing the Sustainable Futures programme approach and supporting governance; (Sections 4 to 6);
- Note the key programme risks outlined (Section 8); and
- Approve the proposed additions to the scope of the programme as set out in Section 7.

## 3. Background

- 3.1. At its previous meeting in June 2023, the IJB considered the HSCP's proposed scope and governance for a Sustainable Futures programme. The intent of this programme is to progress projects and proposals to deliver savings which

will contribute towards addressing an overall cumulative gap in the next financial year of approximately £14.7m.

- 3.2. The IJB approved the creation of the programme, following which the HSCP has worked over the summer period to implement programme and project level governance and progress more detailed scoping of the areas under initial consideration, as set out in the table below:

<b>Proposed initial project areas</b>		
<b>Programme Strand</b>	<b>Responsible Head of Service</b>	<b>Projects</b>
1. Savings and Best Value	Chief Finance Officer	<ul style="list-style-type: none"> <li>• Review of current charging and contributions arrangements</li> <li>• Contract management efficiencies</li> </ul>
2. Consistency in service access and delivery	Head of Learning Disabilities, Mental Health and Addictions	<ul style="list-style-type: none"> <li>• Review of eligibility criteria (for access to funded adult social care support)</li> <li>• Review of processes for access to Self-directed Support and the approval of care packages</li> <li>• Review of models of day care across all service areas</li> <li>• Review of existing residential respite models</li> </ul>
3. Responding to changing demand in Older People's Services	Head of Health and Social Care	<ul style="list-style-type: none"> <li>• Review of Older People's Residential Care and Care at Home provision in context of local demand</li> <li>• Options appraisal of Soft FM across Older People services</li> </ul>

- 3.3. Further details on the work undertaken to date is provided in the following sections. In addition, proposals for the extension of scope are provided in Section 7 of this paper for the IJB's consideration.

#### **4. Implementing Programme Governance**

- 4.1. The HSCP has now implemented programme and project governance arrangements to provide effective oversight and control of the activity underway. These arrangements, covering (i) Programme Board; (ii) project governance arrangements; and (iii) Programme Management Office, will remain under review and be subject to ongoing refinement as they are embedded.

*Programme Board arrangements*

- 4.2. The first Programme Board meeting was held on 6 September, chaired by the Chief Officer as Senior Responsible Officer (SRO) for the programme. The membership of the board has been developed to enable involvement from Staff-side and Council Trade Union colleagues, HR and professional leads alongside Heads of Service and the Chief Finance Officer.
- 4.3. The Programme Board will provide oversight of progress made across each of the projects in scope, and monitor progress being made in identifying savings options to bridge the projected financial gap for 2024/25. In addition, the Board will maintain responsibility for ensuring that programme risks and issues are effectively captured, assessed and mitigated where possible within the HSCP and IJB's overarching risk management framework.
- 4.4. The first meeting of the Board considered a draft Terms of Reference, setting out the objectives of the meeting, and received updates on the development of Project Charters setting out the proposed scope of each project, alongside project milestones and current risks and issues.

*Project governance arrangements*

- 4.5. Each area identified within scope has been allocated a Service Manager lead, supported by the HSCP's Change and Improvement, Finance and Service Assurance teams. These project teams have been developing draft project charters, outlining the scope of activity in focus, and supported by project plans, milestones and update reports including key risks and issues. As noted above, these elements were considered, in draft, by the Programme Board at its first meeting and provide the foundations of work to be taken forward over coming weeks.
- 4.6. Oversight to these projects is provided through Project Boards chaired by the respective Head of Service as outlined in section 3.2 above. Each Project Board has responsibility for ensuring that progress is appropriately monitored and reported to the Programme Board, with risks and issues escalated as required.
- 4.7. A key role for Project Boards will be to guide and oversee engagement with stakeholders to obtain feedback on proposals developed and to consider how this feedback can be reflected. Further details on the work undertaken to date to develop the programme's approach to engagement is outlined in Section 5 below.

*Programme Management Office (PMO)*

4.8. The PMO provides the core management and coordination functions for the delivery of Sustainable Futures. In particular, the PMO has developed templates for Project Charters and required planning and update reporting from individual projects. This brings consistency in approach and enables a programme-wide view of risks, issues, dependencies and linkages and the subsequent phasing of activity that is required.

4.9. The PMO is also supporting ongoing tracking of progress made in delivering the savings proposals identified by the IJB in March 2023, and will monitor the scale of financial and non-financial benefits which can be delivered by options that will be brought forward to the IJB at future meetings. This will enable tracking of the extent to which the financial gap can be closed.

## **5. Developing the approach to programme engagement**

5.1. Engagement across the HSCP and with stakeholders will be a critical element of programme and project activity throughout. Over the summer, work has been ongoing to raise awareness of Sustainable Futures and the financial context which the IJB and HSCP will be required to operate within in this and future years. To date, this engagement has focused on the programme level, with project-specific engagement plans to be developed in coming weeks alongside emerging options.

5.2. In addition to the formation of the Programme Board, with invitations extended to NHS Staff-side and Council Trade Union representatives, updates have been provided to the Staff Partnership Forum on the development of the programme approach at each SPF meeting from February onwards.

5.3. Staff have also been updated through several existing networks, including the HSCP's Leadership Network in early July and mid-September and through updates such as the IJB Chair update which was circulated to staff after the June meeting. This has been further supplemented by the implementation of Extended SMT meetings with Heads of Service and Service Managers, providing further opportunity to provide updates and seek feedback. This activity will continue to be developed.

5.4. The role of the Strategic Planning Group and service level Care Planning Groups also continues to be considered. Efforts have focused on:

- A review of the Strategic Planning Group's remit and subsequent update of the group's Terms of Reference to reflect an additional requirement whereby those fulfilling statutory roles may be asked to meet separately from the wider group to support decision-making processes. Quarterly meetings of the larger SPG group, which have been very successful, will continue.
- Engagement with Care Planning Groups to provide a presentation on the background to Sustainable Futures, the wider financial context, programme approach, and to discuss the membership of each CPG.
- The approach to care planning to support Independent Living has been refreshed. This reflects the challenges of seeking to meet the

diverse and broad needs of those with, for example, physical disabilities or sensory impairments. A new oversight group will now be implemented, supported by a range of subgroups to improve the representation of the range of people's different needs and to enable targeted actions to support independent living.

## **6. Progressing individual project activity**

6.1. For each project commenced under Sustainable Futures, the scope of activity has been assessed and documented in Project Charters, setting out the intended outcomes to be achieved. As Section 4 notes above, these were considered in draft by the Programme Board at its first meeting.

6.2. Within these charters, projects have sought to identify a set of hypotheses (also referred to as theories) where appropriate and relevant to guide and focus efforts. These include considerations such as:

- Demand and preferences for a service have changed, resulting in the current model being inefficient, and there may be alternative models of provision available which need individual's needs whilst enabling efficiencies; and
- There is inconsistency in processes across services and alignment of these can deliver savings.

6.3. This early activity has also sought to identify dependencies and linkages between projects. In particular, project teams have considered where work must be undertaken first before specific projects can be fully delivered.

6.4. These assessments have shown that the reviews of Eligibility Criteria and the processes for enabling choice under Self-directed Support (SDS) must be progressed before options for day support and residential respite can be fully considered. Moreover, options that will be assessed for residential care and day services for Older People may impact upon the nature of Soft FM services required in future. As such the review of how these services are commissioned and delivered, agreed by the IJB in June 2023, will need to be phased to take account of any impact to baseline provision.

## **7. Proposed extension to programme scope**

7.1. During the programme setup phase, further assessment of opportunities has led to two possible additional areas of scope being identified. This paper therefore seeks approval from the IJB for the following areas to be incorporated within the programme as part of the 'Savings and Best Value' programme strand, led by the Chief Finance Officer:

- **Prescribing:** This project will seek to review practices and processes around prescribing which are within the control of Renfrewshire HSCP, with a view to making savings where possible and maximising cost avoidance where savings are not possible. This project will be required to align with ongoing work across NHSGGC regarding prescribing efficiencies.

- **Review of health payroll budget setting process:** This project will review the methodologies used by Renfrewshire HSCP to set health payroll budgets with a view to identifying any potential efficiencies.

## 8. Overview of key programme risks

8.1. In completing the work outlined in this paper, a number of key risks have been identified which, if they materialise, could impede progress on activity within the Sustainable Futures programme. As Section 4 highlights in relation to programme governance, these risks are monitored at a project and programme level and recording is aligned with the HSCP and IJB's wider risk framework.

8.2. The risks identified include:

- As noted in June's paper, some of the outcomes of the programme are likely to require difficult decisions to be made to achieve financial sustainability. This could understandably result in high levels of public attention and subsequent response.
- Following publication of the Dargavel report, there is a risk that proposals may be subject to elevated levels of public scrutiny with a subsequent impact on timelines for approval and/or implementation.
- There is a risk that the decisions required to bridge the financial gap result in an impact on wider activity, for example on performance in relation to national and local priorities, and on services aimed at prevention and early intervention.
- The complexity of work involved in developing options for the areas within scope, combined with current and winter operational pressures on services, may impact on the achievable timelines of the programme.
- There is also a risk that the options identified through the programme do not fully bridge the projected financial gap in 2024/25.

## 9. Next steps

9.1. The programme activity underway is highly complex and will require a phased approach to delivery. Reflecting this, an updated position on costed savings will be brought to the IJB in November 2023. This update will also outline for the IJB's consideration next steps and further work required, including the phasing of projects and the associated development of savings options.

## Implications of the Report

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1. **Financial** – No immediate implications from this paper. However, the identification of savings opportunities within the areas identified in this paper is expected to contribute to a reduction in the IJB's projected budget gap in future years.
2. **HR & Organisational Development** – No immediate implications from this paper. However, some savings proposals are expected to have HR and OD implications, and

advice from colleagues will be sought at appropriate points in the development of proposals.

3. **Strategic Plan and Community Planning** – This paper aligns with the key themes 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** – No implications from this report.
7. **Information Technology** – No implications from this report.
8. **Equality & Human Rights** – No implications from this report.
9. **Fairer Scotland Duty** - No implications from this report.
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** – None from this report.

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**List of Background Papers:** None

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