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**To: Renfrewshire Integration Joint Board**

**On: 27 April 2018**

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**Report by: Chief Finance Officer**

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**Heading: 2018/19 Health Board Contribution to Renfrewshire IJB**

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## **1. Purpose**

- 1.1 The purpose of this report is to seek approval from the Integration Joint Board (IJB) for the budget reinvestment proposals identified to deliver a balanced budget in line with the IJB's Financial and Strategic Plans in respect of the Health Board Contribution to the IJB for 2018/19.
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## **2. Recommendation**

It is recommended that the IJB:

- Approve the revised budget proposals set out in Section 8 of this report to support the Financial Plan approved by the IJB at its meeting of 15 September 2017; and
  - Approves the actions of the Chief Officer and Chief Finance Officer (CFO) taken as an interim measure, in maintaining the funding of delegated health functions in line with the existing statutory Direction; and
  - Note that the delays in the implementation of the required savings to deliver a balanced budget, required the Chief Officer to implement a financial recovery plan from 1 April 2018 to manage the budget (Section 4)
  - Agree the proposed financial planning programme for 2019/20, as detailed in Appendix 1.
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## **3. Introduction**

- 3.1. Renfrewshire IJB as a legal entity is accountable for the stewardship of public funds and ensuring that its business is conducted under public sector best practice governance arrangements. The budget delegated by our two partner bodies, NHSGGC and Renfrewshire Council, is used by the IJB to plan and commission services from its two partner organisations. The principles of the funding allocated by the two partner organisations is set out in the Integration Scheme.

- 3.2. On 23 March 2018 the CFO submitted the 2018/19 Delegated Health and Social Care Budget report in relation to the financial allocation and budgets made available to the IJB for 2018/19 by Renfrewshire Council and NHSGGC and outlining the main financial pressures on health and adult social care services. At this meeting the following recommendations were agreed:

- That the delegated adult social care budget for 2018/19 be accepted;
- That formal assurance be provided to Renfrewshire Council that resources being transferred for delegated adult social care functions

would not be utilised to offset any resource shortfall or unacceptable risk position for the provision of delegated health services;

- That the assumptions in the indicative 2018/19 delegated budget as detailed in the report be noted;
- That as some of the recommendations in relation to the delegated health budget detailed in the Change and Improvement Programme Update were not approved and that a Special Meeting of the IJB would be held to further consider these budget proposals and the delegated health budget for 2018/19;
- That, subject to the assumptions detailed in the report being included within the final budget offer made to the HSCP, responsibility for accepting the 2018/19 delegated health budget be delegated to the Chief Officer and Chair of the IJB; and
- That the use of reserves from the health budget to fund the impact of delays in the implementation of the required savings for the health delegated budget in 2018/19 be approved.

### 3.3. Directions

Following the IJB's decision to continue consideration of the indicative delegated Health Budget for 2018/19 to a special meeting, the spending on delegated health services has continued in the line with the existing Direction issued by the Chief Officer in terms of Sections 26-28 of the Public bodies (Joint Working) (Scotland) Act 2014, and also taking into account the Financial Recovery Plan in Section 4 of this report. However, that arrangement is sustainable only as a short-term measure and it is essential that the Special Meeting agrees a delegated Health Budget for 2018/19, even as an interim arrangement.

### 3.4. Requirement to Set a Balanced Budget

The role of the Section 95 Officer (Chief Finance Officer) for the IJB includes both the adherence to professional standards as well as compliance with "The Local Government (Scotland) Act 1973 section 95, which clearly states that:

*"...every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that the proper officer of the authority has responsibility for the administration of those affairs."*

for the IJB this includes the requirement to ensure a balanced budget is set.

In the case that members do not approve the budget proposals set out in section 8 of this report, to allow a balanced budget to be set for the delegated Health Budget for 2018/19 and in line with the Integration Scheme section 8.4.1 "Financial Recovery Plan", and the IJB's Financial Governance Manual Section 5, para 3.4) the Chief Officer, working with the Senior Management Team will be required to implement a financial recovery plan throughout 2018/19. Members should note that this may have a direct impact on front line service delivery.

## 4. **Financial Recovery Plan**

- ### 4.1
- Due to the delays in the implementation of the required savings to deliver a balanced budget, on the advice of the Chief Finance Officer, the Chief Officer, working with the Senior Management Team, required to effect the necessary

management action to implement a financial recovery plan from the 1 April 2018 to manage the budget shortfall. These programme actions include:

- All discretionary spend decisions to be agreed by the CO/CFO in partnership with the relevant Head of Service;
- Suspension of development initiatives and programmes;
- Holding, on a temporary basis, any 'non-front line' health service vacancies. In doing so, only appointing to those posts which the Chief Officer considers to be a service priority. These decisions will be taken on an individual and fully risk assessed basis; and
- Review of all non-recurring monies and other budgets to determine where these can be used in-year to fund the budget shortfall.

## **5. 2018/19 Delegated Health Budget - Background**

5.1. At its meeting on 23 March 2018, Renfrewshire HSCP presented a Change and Improvement Update seeking IJB member support for its ongoing programme, including the approval of two budget proposals. These proposals would allow the IJB to generate resources to address recognised financial pressures, and to set the 2018/19 NHS element of the IJB budget in line with its Financial and Strategic Plans. At the IJB, members deferred approval of these two budget proposals, to allow time to gain a full understanding of their impact.

5.2. Members sought assurance on how the interests of those potentially impacted by these decisions have been taken in to consideration, including our service users, workforce and partners; and how the HSCP intend to mitigate any risks identified.

5.3. As part of the ongoing financial planning process, the HSCP Senior Management Team has been working with the HSCP Chief Finance Officer (CFO) to mitigate a number of financial risks facing the IJB, namely:

- The impact of increasing cost pressures on prescribing budgets due to short supply and the rising cost of medicines;
- The need to appropriately budget for, and, manage the costs of enhanced observations within Mental Health Services. The IJB inherited a significant financial pressure in 2015 as no budget was in place or allocated to meet these costs, thereby creating an overspend in mental health budgets, which was often off set by slippage and underspends in other budgets across the whole former Health budget. However, due to the impact of the requirement to deliver year on year recurring savings there is now very limited slippage from which we can fund these costs.

5.4. As previously reported to Members, work is underway to appropriately manage and reduce enhanced observations costs, however, a budget is required to enable a clear funding provision to be in place from 2018/19. Over 2017/18 the CFO projected an unfunded spend on enhanced observations of circa £1.35m, even with management action to mitigate the costs associated with this.

5.5. To manage this spend going forward, the IJB asked the CFO to create a recurring budget for enhanced observations within the IJB's 2018/19 Financial Plan.

## **6. 2018/19 Delegated Health Budget Financial Planning Assumptions**

6.1. As highlighted in the "2018/19 Delegated Health and Social Care Budget" report to the IJB on 23 March 2018 and as previously discussed with members, the

delegated health budget includes a number of budget areas which cannot be considered for planned savings:

- Resource Transfer is used to directly fund social care services provided by either the Council or commissioned from third party organisations;
- Prescribing budget has a clinically led approach to cost containment and volume control as part of an NHSGGC system wide approach;
- Family Health Service budgets directly fund income to contracted services such as GPs;
- Social Care Fund is passed directly through to Renfrewshire Council for allocation to the Adult Social Care Budget;
- Mental Health services are now protected in line with the Scottish Government's directions for the 2018/19 budget allocation;
- Health Visitors funding – this is a ring-fenced allocation from the Scottish government in line with their priority to increase the number of Health Visitors by 2019/20

6.2. The table below shows that the amount of remaining budget against which any savings targets need to be delivered is c £31.2 million ie 19.42% of our net recurring budget - the majority of which is employee costs.

<b>Health Budget Influencable Spend</b>	<b>£'000's</b>
2017/18 Net Recurring Budget ( <i>not including Set Aside</i> )	<b>£160,863</b>
<b>Less:</b>	
Resource Transfer	-£16,900
Prescribing	-£35,041
Family Health Services	-£43,747
Social Care Fund	-£12,400
Mental Health (per SG directions for 18/19)	-£18,949
Health Visitors Money (ring fenced funding)	-£2,589
	<b>-£129,626</b>
= Remaining budget against which savings can be applied	<b>£31,237</b>
% of budget against which savings can be applied	<b>19.42%</b>

6.3. In line with the broad assumptions used as the basis for our 3-year Financial Plan, the CFO has estimated that the demand and cost growth for delegated Health Services (not including Set Aside) in 2018/19 is likely to be in the region of £4.1 million. Therefore, in order to identify the probable funding gap for 2018/19 the CFO has built in a number of assumptions (in line with the anticipated budget offer from NHSGGC) which include:

- Inflationary increase of 1.5% (on eligible budgets)
- Additional monies to support the Scottish Government pay agenda
- Zero uplift for Resource Transfer in 2018/19
- Approval of the second tranche of savings (detailed in section eight of this report)

6.4. The table below provides a summary of the above:

	<b>Amount In £000's</b>
Anticipated Budget Pressures	4, 026.0
<b>Less:</b> Estimated share of SG 1.5% allocation to Health Boards	(1.750.9)

<u>Less:</u> Estimated additional funding for Agenda for Change pay uplift	(593)
<u>Less:</u> Savings / Mitigation	(1,545.0)
<b>= Remaining Shortfall</b>	<b>= (137.06)</b>

6.5. As the table above shows, should all of the above prudent assumptions be realised this would leave the delegated Health Budget with a funding gap of £137k, which would be funded on a non-recurring basis from the ear marked reserve for prescribing. Members should however note that this position may change once the budget offer from NHSGGC has been clarified.

## 7. Financial Planning Process

7.1. Renfrewshire HSCP has an established financial planning process which was approved by the IJB in September 2017 as part of its 3 Year Financial Plan. This process ensures a robust and structured approach is being taken to assess the potential impact any proposals to reduce or reallocate resource could have on service capacity, delivery and performance; in the context of the aspirations set out in the HSCP Strategic Plan and the National Health and Social Care Delivery Plan.

7.2. The budget proposals presented within this report have been subject to this process, which ensures each proposal is impact assessed to consider their alignment to our Strategic and Financial Plans; any professional risks and potential mitigation; and stakeholder and equality implications.

- **Strategic and Financial Alignment:** Senior Officers, led by the Chief Finance Officer and Head of Strategic Planning and Health Improvement have assessed each saving proposal for alignment with our Strategic and Financial Plans, and have deemed these deliverable and viable within the next three years.
- **Professional Risk Assessment:** The HSCP's Professional Advisory Group (which has representation from all the HSCP Professional Leads) has reviewed and risk assessed each proposal. This Group provide an additional view on whether these proposals can be delivered safely; are in line with agreed clinical, quality and care standards; and have identified mitigation where risks have been highlighted. All proposals were assessed as a GREEN risk rating, which indicates they are considered safe, subject to the implementation of mitigating actions where identified.
- **Stakeholder and Equality Implications:** Each proposal has also been subject to an initial Equality Impact Assessment Screening, which recommends mitigating actions and highlights where a full Equality Impact Assessment will be required. The responsible Head of Service has carried out a stakeholder impact review for each proposal. This takes account of the potential impact to staff, service users, other HSCP's services, our partners and the local economy / community. Initial engagement took place with Staff Side and staff directly affected by these proposals prior to the IJB meeting on 23 March 2018. Given the tight timeline within which the HSCP Senior Management Team developed these proposals, it is recognised that this engagement was more limited than anticipated. Following this meeting the HSCP has now held further discussions with the key stakeholders which are detailed later in this report. The budget proposals, which all relate to the health element of the IJB budget, will be managed in line with the NHSGGC Workforce Change Policy.

7.3. Based on the outcome of this process, the Chief Officer and the SMT are confident that the budget proposals put forward in this report offer the safest and most viable means for the IJB to address the recognised financial pressures; with minimal impact to current service delivery levels and service user outcomes.

## 8. Budget Proposals

8.1. Members are asked to consider and approve the following health budget reinvestment proposals (which have been revised to take into consideration the points raised by the IJB on 23 March 2018), which will allow the IJB to address the financial pressures detailed in section 5.3 above, and to set the 2018/19 NHS element of the IJB budget in line with its Financial and Strategic Plans:

- Proposal 1: To reinvest the current Employability NetWork Service budget, signposting service users to existing community-based employability services which are equipped to support people who have a mental health condition and/ or an addiction.
- Proposal 2: To reinvest Integration Care Fund (ICF) monies in line with the National Health and Social Care Delivery Plan.

### 8.2. **Proposal 1: Mental Health NetWork Employability as a Community Service**

8.2.1. The HSCP NetWork Service is a vocational rehabilitation service which receives referrals from specialist Mental Health Services and clients who are stable in recovery in Addiction Services. Whilst this is not a core Mental Health Service, and staff do not hold any clinical caseloads, the HSCP clearly recognises the contribution this service makes to those who access it. However, since the NetWork Service was established in 2013, the wider employability landscape has changed; with mainstream / community employment services becoming increasingly equipped to support people with mental health and addiction conditions. In Renfrewshire, there are now a number of services which offer advice and support for these service users on their employment journey, replicating much of the NetWork Service's remit, including Renfrewshire Council's Invest in Renfrewshire Employability Support, the Department of Work and Pensions (DWP), RAMH and Skills Development Scotland.

8.2.2. It is proposed that in future people who are in recovery are directed towards mainstream services for employment support. In addition, it is proposed that the HSCP will retain three members of NetWork staff to ensure there is a robust interface between our Addiction and Mental Health Treatment Services and mainstream Employability Services. The HSCP will also provide some additional resource to RAMH to increase their capacity in providing employability support for a one year period. This will provide us with an opportunity to ensure that individuals with mental health and/or addiction issues are able to access mainstream employability services easily and timeously. The HSCP anticipates that this additional bridging funding to RAMH will provide an adequate transition support, however will also commit to reviewing this arrangement and consider whether this resource requires to be extended past the one year period. The funding for these posts will be met from the Alcohol & Drug Partnership (ADP) unallocated monies. This will enable the HSCP to reinvest the NetWork Service budget of circa £326k within Mental Health Services towards funding enhanced observations on a recurring basis.

#### *Mitigation*

8.2.3. The HSCP has invested in specific employability training for CMHT staff, as per the National Institute for Disability Management and Research (NIDMAR), which

will be retained within the HSCP. We currently have 4 staff with NIDMAR training. Furthermore, the HSCP plan to retain a number of NetWork Service posts, with the proposal that these staff will act as Link Workers from the old NetWork Service to new pathways into mainstream Employability services. In the longer term, consideration will be given to whether these posts could offer more value within Renfrewshire Council's Employability Services or continue to be based within Mental Health / Addiction Services.

8.2.4. A detailed transition plan and timeline has still to be finalised however members should note the HSCP:

- Has reviewed the current NetWork Service caseload, to understand where each individual is in their employment journey, to ensure we are responsive in supporting these service users through any transition
- Has had further engagement with employability services within Renfrewshire, to increase understanding and knowledge of the services they currently offer and the pathways into these services for people with a mental health condition and/or an addiction.
- Will provide one off, non-recurring funding to support partners (as detailed above this will be through investment in RAMH) who provide this type of service and also work with HSCP staff to ensure they are clear on how to signpost service users to appropriate, alternative local providers.
- Will ensure it continues to be fully connected into wider employability planning activity across Renfrewshire such as the Renfrewshire Employability Partnership and the Employability, Mental Health and Addictions Renfrewshire Network; to promote the needs of individuals with mental health, (which is one of the Governments key priorities along with musculoskeletal conditions and cancers), with regards to supportive employment. The HSCP will continue to exercise a duty of care; to be able to assure the IJB that the different needs of people with a mental health condition and / or an addiction are being met, and that Renfrewshire is collectively optimising the use of employability resources in the current, challenging financial climate.

#### *Strategic and Financial Alignment*

8.2.5. This proposal is in line with the new Greater Glasgow and Clyde 5-year Mental Health Strategy that, where appropriate, we enable people with mental health issues to access support in mainstream services; to promote inclusion and reduce barriers that have been previously in place for individuals with mental health and addictions.

8.2.6. We are currently awaiting the final outcome of the Addiction Service Review, however early indications of this review are that it is likely to recommend the development of a Recovery Oriented System of Care (ROSC) in Renfrewshire. This is in line with Scottish Government Policy. A fundamental part of this is to assist individuals into employment.

8.2.7. As outlined above, this proposal will also allow the HSCP to reallocate resources within Mental Health Services to manage the cost of enhanced observations.

#### *Professional Risk Assessment*

8.2.8. The PAG support the view that, in order to address the financial pressure created through enhanced observations within Mental Health Services, reallocating the resources associated with the NetWork Service would provide the maximum

efficiency with the lowest clinical risk. The Group assessed this proposal as a GREEN risk rating in light of a number of factors.

#### *Stakeholder and Equality Implications*

- 8.2.9. The Trade Unions and staff working in the Employability NetWork Service were briefed on this proposal prior to the March IJB meeting. Given the tight timeline within which the HSCP Senior Management Team developed and finalised this proposal, it is recognised that this engagement was more limited than anticipated. Following the IJB meeting on 23 March the HSCP have met with Employability Services and reviewed the original NetWork proposal.
- 8.2.10. The proposal to retain some posts from NetWork and increased investment in RAMH, as detailed previously in this paper has been discussed with both the staff and Trade Unions. The HSCP offered reassurance to staff around how this transition will be managed and HR detailed the process. Commitment was given to meet again following the IJB Special Budget meeting on 27 April when the decision is taken about NetWork. The revised proposal was received very positively by staff.
- 8.2.11. The full EQIA has been completed on this proposal. The retention of some NetWork staff is seen as positive in providing linkages with the range of mainstream employability services, ensuring that people with mental health and/or addiction issues have full access to these services and are supported to do so.

#### **8.3. Proposal 2: Integrated Care Fund (ICF)**

- 8.3.1. The HSCP has recently revisited how the Integration Care Fund, previously the Change Fund, is used to ensure its allocation aligns with the priorities set out in our Strategic and Financial Plans, and the national direction set out the Health and Social Care Delivery Plan.
- 8.3.2. It is proposed that £216k ICF monies are reinvested from Acute Services and unallocated ICF balances to address the IJB's financial pressures.

#### *Acute Services*

- 8.3.3. For some time, the HSCP has provided ICF monies (which were not formally recurring) to fund a number of Acute based posts in Acute Allied Health Professional (AHP) Services. During this time the HSCP has further developed effective pathways to high performing community-based rehabilitation and reablement services which ensure that the HSCP meets its responsibilities. The HSCP has a detailed work programme underway which will further develop pathways and increase capacity in community rehabilitation and reablement services, seeking to unlock the benefits of integration.
- 8.3.4. Following discussions with the Director of Acute Services (RAH), the HSCP is proposing that the IJB commission a designed, streamlined service with a focus on out of hours and weekend provision. Importantly, the service will retain the current sessional commitment from a Consultant Geriatrician, which provides a robust interface between primary and secondary care; to avoid unnecessary hospital admissions. This proposal will allow the current funding to be reduced by 50% (£108k). We continue to closely monitor our performance on bed days lost to delayed discharge.

#### *Unallocated ICF Balances*

- 8.3.5. Up until 2017/18, the ICF monies were allocated on a non-recurring basis. When funding was allocated to a specific project, it was on the understanding that it



was temporary funding to carry out tests of change and that there should be an exit strategy in place. This HSCP has reiterated this position directly with the project leads over the duration of these projects. A number of these tests of change have now concluded, and following a review of the ICF budget, several allocations are no longer required. In light of the Scottish Government recent decision to mainline all national funding, it is recommended that these unallocated ICF balances are reinvested in mainline services to address the identified financial pressures recurrently.

#### *Strategic and Financial Alignment*

Acute ICF: this proposal is in line with the national direction / strategies to move resources from acute services to the community; in order to support “people to live at home or a homely setting” and “for people to be discharged swiftly with the right community support”. The Scottish Government’s intention is that “By 2030 primary and community care is at the heart of the health care system”. Working in partnership with Acute Services, the HSCP is developing pathways which ensure people access rehabilitation support immediately upon their discharge from hospital.

Unallocated ICF Balances: this proposal is in line with the National Health and Social Care Delivery Plan and Strategic Plan, enabling the HSCP to reinvest unallocated resources in mainline services to address the identified financial pressures recurrently and the deliver financial balance.

#### *Professional Risk Assessment*

Acute ICF: The PAG assessed this proposal as a GREEN risk rating for the HSCP. This proposal will allow the reinvestment of resources in community mainline services.

Unallocated ICF Balances: this proposal was not applicable for PAG review as this is unallocated monies being reinvested into community mainline services.

#### *Stakeholder and Equality Implications:*

Acute ICF: the HSCP has met with Acute Services to agree this funding reduction, and the partners have committed to work together over the coming months to ensure a smooth transition in relation to the changes proposed.

Unallocated ICF Balances: as outlined above, a number of projects have now concluded were tests of change. When funding was allocated to these projects the HSCP was clear from the outset that this was temporary funding and that exit strategies should be in place.

## 9. 2019/20 Financial Planning Process

Building upon our established Financial Planning Process set out above, the HSCP has developed a supporting programme for the coming year, which can be found in Appendix 1. This programme details the timeline within which the HSCP and IJB will require to carry out the financial planning process, agree its budget and any associated saving proposals for 2019/20.

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### Implications of the Report

1. **Financial** – Financial implications are discussed in full in the report above.
  2. **HR & Organisational Development** – none
  3. **Community Planning** - none
  4. **Legal** – This is in line with Renfrewshire IJB's Integration Scheme
  5. **Property/Assets** – none.
  6. **Information Technology** – none
  7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
  8. **Health & Safety** – none
  9. **Procurement** – Implementation of the living wage impact on existing contracts with providers and their ability to deliver within the allocated funding package
  10. **Risk** – There are a number of risks which should be considered on an ongoing basis: a) adequate funding to deliver core services, delivery of additional unallocated savings within the current financial year and the allocation of non-recurring funds by NHSGGC Board to meet this shortfall in 2016/17.
  11. **Privacy Impact** – none.
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**List of Background Papers** – none

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**Author:** Sarah Lavers, Chief Finance Officer





## 2019/21 Financial Planning process – a strategic approach




### Aims:

- To develop a robust and inclusive financial planning process to ensure our IJB, parent organisations, professional leads, staff / staff side and other key stakeholders are actively engaged, and that their interests are taken into account as part of this process
- To ensure that all future Service Reviews, and associated saving proposals, are conducted within the context of our strategic objectives and / or market facilitation position that the IJB have approved.
- To ensure the IJB has confidence in the process in which saving proposals identified and impact assessed.

<b>Proposed Stages:</b>		<b>Timeline</b>
Stage 1:	IJB Service Review(s) (2018/19) Approval	29 June 2018
Stage 2:	Commission Review(s)	July – December 2018 (dependent on period of review)
Stage 3:	IJB approve Change and Improvement Programme Update: note Service Review(s) progress	14 September 2018
Stage 4:	IJB approve Change and Improvement Programme Update: note Service Review(s) progress and approve any identified Saving Proposals - Tranche 1	23 November 2018
Stage 5:	IJB approve Change and Improvement Programme Update: note Service Review(s) progress and approve any identified Saving Proposals - Tranche 2	25 January 2019
Stage 6:	IJB Approve 2019/20 Budget (Health and Social Care)	31 March 2019

## Draft Financial Process Plan

<b>Key:</b>		Complete		On target		Risk of delay / Almost on Target		Significant Issues or needs improvement
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Event	Purpose	Lead	Planned Date	RAG
<b>Stage 1: IJB approval of Service Reviews for 2018/19</b>				
Strategic Planning and Finance & Resources Planning Session	<ul style="list-style-type: none"> <li>• Early discussions on how we can ensure alignment between our Market Facilitation Position, Strategic and Financial Plans in order to:               <ul style="list-style-type: none"> <li>○ To ensure that all future Service Reviews, and associated saving proposals, are conducted within the context of our strategic objectives and / or market facilitation position that the IJB have approved.</li> <li>○ To start considering where we think there are opportunities to review services over 2018/19 (which could deliver service improvements and efficiencies over 2019/21) that are in line with our Strategic Plan and Market Position.</li> <li>○ To talk through our proposed financial planning process for 2018/19 to ensure we have a structured and robust approach in place.</li> </ul> </li> </ul>	Sarah Lavers Fiona MacKay	April 2018	
SMT Dedicated Planning Session	<ul style="list-style-type: none"> <li>• To identify and agree potential areas for review over 2018/19 in line with the draft Market Facilitation Position and Strategic Plan.</li> <li>• To ensure the draft Market Facilitation Position / Strategic Plan provides the strategic direction / context for the Service Reviews proposed.</li> <li>• A Terms of Reference / Mandate template will be issued for Heads of Service to complete for each Review.</li> </ul>	Sarah Lavers	April 2018	
SMT Development Day	<ul style="list-style-type: none"> <li>• Overview of work developing a Market Facilitation Statement / Plan</li> <li>• Heads of Service to present Terms of Reference for their proposed Reviews and draft presentation slides for IJB Development Session. These should provide</li> </ul>	Fiona Mackay  David Leese	May 2018	

Event	Purpose	Lead	Planned Date	RAG
	<ul style="list-style-type: none"> <li>○ a clear narrative setting out the scope of the Review, its alignment with our Market Position and IJB Strategic Objectives.</li> <li>○ if applicable, outline any anticipated benefits.</li> <li>○ indicate where we believe efficiencies can be delivered, and offer clear mitigation for any risks identified.</li> <li>○ how the Review will be conducted i.e. an independent review, test of change etc. and any supporting resource required.</li> <li>○ Adherence to relevant policies including Workforce Change and Equalities</li> </ul>			
IJB Development Session	<ul style="list-style-type: none"> <li>• Overview of work developing a Market Facilitation Statement / Plan</li> <li>• Each of Head of Service / Lead Service Manager presents their proposed review(s) for 2019/20.</li> <li>• IJB approval for SMT to consult with the Parent Organisations, PAG and SPF on these reviews</li> <li>• IJB agree that review proposals for 2019/20 will be brought for formal approval at the IJB Meeting in June 2018</li> </ul>	Fiona MacKay David Leese	1 June 2018	✔
Partner Organisations	CO and CFO to ensure Chief Executives support for proposed reviews going to IJB	David Leese	Early June 2018	✔
PAG Meeting	To provide an overview of Market Facilitation Statement / Plan and Service areas being recommended for review in 2018/19, with a view to delivering on the Financial Plan for 2019 / 21. To ensure Professional Leads are sighted on the SMT's direction of travel and, that there is appropriate professional input to each Review.	David Leese	Early June 2018	✔
SPF Meeting	To provide an overview of Market Facilitation Statement / Plan and Service areas being recommended for review in 2018/19, with a view to delivering on the Financial Plan for 2019 / 21. To ensure staff side / staff are sighted on direction of travel that there is appropriate staff side input to each Review.	Ian Beattie	Early June 2018	✔

<b>Event</b>	<b>Purpose</b>	<b>Lead</b>	<b>Planned Date</b>	<b>RAG</b>
IJB Meeting Update	Change and Improvement Update: seek approval of Market Facilitation Position and proposed reviews	David Leese Dr Donny Lyons	29 June 2018	✓
SMT Meeting	To agree monitoring arrangements for Service Reviews – including equality impact assessments.	Sarah Lavers	July 2018	✓
SPG Meeting	Presentation on Market Facilitation Statement / Plan and planned areas of review in 2018/19, in order to deliver on Financial Plan for 2019 / 21. Note strategic alignment and provide assurance on approach taken, including role of PAG, Staff Side and IJB and representation of other key stakeholders.	Fiona MacKay	Aug 2018	✓
Comms Activity	Consider Team Brief, Leadership Network, Website	Fiona MacKay	July / Aug 2018	✓
<b>Stage 2: Reviews Undertaken</b>				
SMT Meeting	Agree note progress / output of reviews to report in August IJB Change and Improvement Programme Update.	Sarah Lavers	Aug 2018	✓
<b>Stage 3: IJB approve Change and Improvement Programme Update: note Service Review(s) progress</b>				
IJB Meeting Update	Change and Improvement Update: progress of reviews	David Leese Dr Donny Lyons	14 Sept 2018	✓
<b>Stage 4: Tranche 1 Saving Proposals Approved</b>				
SMT Development Day	Completed draft saving proposals reviewed and signed off by the SMT	Sarah Lavers	Sept 2018	✓
EQIA Assurance	EQIA Officer to ensure EQIA process embedded in review process and any associated recommendations.	Fiona MacKay	Sept 2018	✓
PAG Meeting	PAG carry out a Professional risk assessment for each saving proposal	David Leese	Sept 2018	✓
Partner Organisation Meetings	CO and CFO to engage with Chief Executives ensure support for identified saving proposals	David Leese	Sept 2018	✓

Event	Purpose	Lead	Planned Date	RAG
SPF Meeting	To ensure staff side are sighted on proposals and any workforce implications are captured and addressed	Ian Beattie	Sept 2018	✓
SMT	Heads of Service to present draft updates and proposals for IJB Development session for approval.	Sarah Lavers Frances Burns	Sept 2018	✓
IJB Development Session	Update on progress / output of Service Reviews to date and any associated saving proposals. Where a saving has been identified, there should be reference to outcome of risk assessment, workforce impact and EQIA screening	David Leese SMT	Oct 2018	✓
SPG Update	To update SPG on progress.	Fiona MacKay	Oct 2018	✓
IJB Meeting Update	Change and Improvement Update: progress of reviews and associated savings for approval	David Leese Dr Donny Lyons	23 Nov 2018	✓
<b>Stage 5: Tranche 2 Saving Proposals Approved</b>				
SMT Meeting	Completed draft saving proposals reviewed and signed off by the SMT	Sarah Lavers	Nov 2018	✓
EQIA Assurance	EQIA Officer to ensure EQIA process embedded in review process and any associated recommendations.	Fiona MacKay	Nov 2018	✓
PAG Meeting	PAG carry out a Professional risk assessment for each saving proposal	David Leese	Nov 2018	✓
Partner Organisation Meetings	CO and CFO to engage with Chief Execs ensure support for identified saving proposals	David Leese	Dec 2018	✓
SPF Meeting	To ensure staff side are sighted on proposals and any workforce implications are captured and addressed	Ian Beattie	Dec 2018	✓
SPG Update	To update SPG on progress.	Fiona MacKay	Oct 2018	✓

<b>Event</b>	<b>Purpose</b>	<b>Lead</b>	<b>Planned Date</b>	<b>RAG</b>
SMT Meeting	Heads of Service to present draft updates and proposals for IJB Development session for approval.	Sarah Lavers	Dec 2018	✔
IJB Development Session	Update on progress / output of Service Reviews to date and any associated saving proposals. Where a saving has been identified, there should be reference to outcome of risk assessment, workforce impact and EQIA screening	David Leese SMT	Dec 2018 / Jan 2019	✔
IJB Meeting	Change and Improvement Update: progress of reviews and associated savings for approval	David Leese Dr Donny Lyons	25 Jan 2019	✔
<b>Stage 6: IJB Approve Budget</b>				
IJB Meeting	Approve Budget - it is assumed that all savings will have been agreed prior to this meeting	David Leese Dr Donny Lyons	22 March 2019	✔