

## Appendix 3 (b)

**ARGYLL & BUTE SOCIAL WORK SAVINGS PLAN 2020/21**

Ref.	Savings Description	Manager	Year to 31 May 2020				Full Year Forecast		
			Target £' 000	Achieved £' 000	Unachieved £' 000	% Achieved	Achievement £' 000	Shortfall £' 000	% Achieved
1819-7	Thomson Court	Jane Williams	10	0	10	0%	2	9	15%
1819-8	Assessment and Care Management	Caroline Cherry	42	0	42	0%	0	42	0%
1819-14	Redesign of Internal and External Childrens Residential Placements	Alex Taylor	200	0	200	0%	0	200	0%
1819-15	Children and Families Management Structure	Alex Taylor	150	0	150	0%	83	67	55%
1819-18	Review provision of HSCP care homes	Caroline Cherry	99	0	99	0%	15	84	15%
1819-19	Review and Redesign of Physical Disability Services	Jim Littlejohn	28	0	28	0%	4	24	15%
1819-19	Review and Redesign of Learning Disability Services - Sleepovers and Technology Argyll Wide	Jim Littlejohn	299	0	299	0%	45	254	15%
1819-19	Review and Redesign of Learning Disability Services - Packages of Care Cowal	Jane Williams	125	0	125	0%	19	106	15%
1819-19	Review and Redesign of Learning Disability Services - Packages of Care Helensburgh	Linda Skrastin	152	0	152	0%	23	129	15%
1819-19	Review and Redesign of Learning Disability Rothesay Resource Centre	Jane Williams	14	0	14	0%	2	12	15%
1819-19	Review and Redesign of Learning Disability Assist Cowal Resource Centre	Jane Williams	30	0	30	0%	4	26	13%
1819-19	Review of Ext Residential Learning Disability Placements	Jim Littlejohn	194	0	194	0%	29	165	15%
1819-22	Adult Care West - Restructure of Neighbourhood Teams (SW & Health)	Caroline Cherry	250	0	250	0%	0	250	0%
1819-25	Older People Day/Resource Centre - Address high levels of management - consolidate opening hours - shared resource	Caroline Cherry	212	0	212	0%	32	180	15%
1819-31	Integrate HSCP Admin, digital Tech and Central Appoint System	Alex Taylor/ Kirsteen Larkin	104	0	104	0%	16	88	15%
1819-33	Catering, Cleaning and other Ancillary Services	Alex / Jayne Jones / Caroline Cherry	70	0	70	0%	11	60	15%
1819-42	Contract Management reducing payments to Commissioned External providers	Stephen Whiston	33	0	33	0%	5	28	15%
1819-46	Adopt a Single Community Team Approach to undertaking Assessment and Care Management	Caroline Cherry/ G McCready	120	0	120	0%	0	120	0%
1920-33	Review of management structure	Joanna Macdonald / Charlotte Craig	102	0	102	0%	33	69	32%
1920-40	Implement best practice approaches for care at home and re-ablement across all areas following Bute pilot	Caroline Cherry/ G McCready	300	0	300	0%	150	150	50%
1920-41	Extend use of external home care transferring hours as gaps occur	Donald Watt	33	0	33	0%	5	28	15%
1920-42	Step up/step down of care to be suspended except for exceptional cases	Judy Orr	227	0	227	0%	227	0	100%
1920-43	Cap on overtime	Donald Watt	87	0	87	0%	44	43	51%
1920-45	Planned changes in staffing for Bowman Court in line with Lorne Campbell Court structure	Morven Gemmill	28	0	28	0%	4	24	15%
2021-5	Bring staffing within ECCT teams and Mull Progressive Care Centre into line with best practice elsewhere	Morven Gemmill	85	0	85	0%	13	72	15%
2021-7	Review of provisioning of day services and remodel considering options of greater third sector involvement aiming for 10% reduction in cost (currently underspending by c £70k)	Caroline Cherry/ Julie Lusk	200	0	200	0%	30	170	15%
2021-30	Provide sleepovers on exceptional basis or as part of core and cluster, and increase technology provision as alternative - savings on top of £299k for earlier years b/fwd and not yet delivered	Jim Littlejohn	50	0	50	0%	8	43	15%
2021-31	Reduce double up care activity for care at home visits through more effective use of equipment, technology and staff training	Caroline Cherry/ G McCready	250	0	250	0%	63	187	25%
2021-32	Review housing support services and remove where not required for LD and PD clients	Julie Lusk	181	0	181	0%	60	121	33%

Ref.	Savings Description	Manager	Year to 31 May 2020				Full Year Forecast		
			Target £' 000	Achieved £' 000	Unachieved £' 000	% Achieved	Achievement £' 000	Shortfall £' 000	% Achieved
2021-10	Transformation of Social Work admin increasing use of technology and integration with NHS admin services - savings not yet quantified	Alex Taylor/Kirsteen Larkin	93	0	93	0%	93	0	100%
2021-46	Improved rostering of staff for school hostels	Alex Taylor	50	0	50	0%	20	30	40%
2021-47	Review of catering arrangements at Dunclutha and East King Street	Alex Taylor	23	0	23	0%	11	12	48%
<b>Totals</b>			<b>3,841</b>	<b>0</b>	<b>3,841</b>	<b>0%</b>	<b>1,048</b>	<b>2,793</b>	<b>27%</b>

#### ARGYLL & BUTE HEALTH SAVINGS PLAN 2020/21

Ref.	Savings Description	Manager	Year to 30 June 2020				Full Year Forecast		
			Target £' 000	Achieved £' 000	Unachieved £' 000	% Achieved	Achievement £' 000	Shortfall £' 000	% Achieved
1819-4	Closure of West House / Argyll & Bute Hospital site	David Ross	20	0	20	0%	20	0	100%
1819-5	Closure of Aros (running costs)	David Ross/ Charlotte Craig	60	0	60	0%	60	0	100%
1819-16	Children & Families services staffing	Alex Taylor	50	0	50	0%	37	13	74%
1819-32	Catering & cleaning review	Caroline Cherry	20	0	20	0%	10	10	50%
1819-44	Advanced Nurse Practitioners - Oban	Caroline Henderson	14	0	14	0%	14	0	100%
1819-53	Vehicle Fleet Services	Stephen Whiston	18	0	18	0%	18	0	100%
1920-3	Health Promotion Discretionary Budgets	Alison McGrory	54	0	54	0%	0	54	0%
1920-4	Review of Service Contracts	Judy Orr	86	0	86	0%	36	50	42%
1920-8	GP Prescribing	Fiona Thomson	500	25	475	5%	400	100	80%
1920-22	Dunoon Medical Services	Rebecca Heliwell	100	0	100	0%	0	100	0%
1920-31	Review of SLAs with GGC	Stephen Whiston	290	3	288	1%	6	284	2%
1920-32	Review of management structure	Joanna Macdonald / Charlotte Craig	200	0	200	0%	50	150	25%
1920-35	Bed reduction savings : Dunoon	Jane Williams	150	0	150	0%	120	30	80%
1920-38a	LIH Theatre nurse staffing - HAK112	Caroline Henderson	38	0	38	0%	38	0	100%
1920-38b	Lorn & Islands Hospital staffing	Caroline Henderson	124	0	124	0%	124	0	100%
2021-1	Mental Health redesign of dementia services (excludes commissioned services)	Caroline Cherry	200	0	200	0%	0	200	0%
2021-2	Standardise procurement of food across all sites and expansion in conjunction with Council for early years	Caroline Cherry	69	0	69	0%	0	69	0%
2021-3	AHP - carry out workforce planning and establishment setting to find efficiencies in posts and realign services provided to match	Linda Currie	140	0	140	0%	70	70	50%
2021-4a	Admin & clerical general productivity / efficiency enhancement via shift to digital working in 2020/21 and 2021/22	Stephen Whiston	100	0	100	0%	0	100	0%
2021-4b	Right size admin budgets Mid Argyll and LIH	Caroline Cherry	45	0	45	0%	0	45	0%
2021-8	Review maternity arrangements for out of hours and bring within contracted hours	Alex Taylor	100	0	100	0%	100	0	100%
2021-9	Review health visitor and school nurse staffing	Alex Taylor	100	0	100	0%	100	0	100%
2021-13	Right size budget for services delivered under SLA by NHS GG&C for those charges on cost by case basis	Stephen Whiston	100	0	100	0%	100	0	100%
2021-15	Investment fund savings - reduce spend on Care & repair by £60k originally funded as short term investment	C Cherry / J Littlejohn	60	0	60	0%	60	0	100%
2021-16	Rationalisation of medical services for Dunoon	Rebecca Heliwell	20	0	20	0%	0	20	0%
2021-17	Ongoing grip and control of all non-essential expenditure	Caroline Cherry/Julie Lusk	340	0	340	0%	100	240	29%
2021-18	Savings in time & travel through further roll out of Near Me (Attend Anywhere)	John Dreghorn/Kristin Gillies	50	0	50	0%	50	0	100%

Ref.	Savings Description	Manager	Year to 31 May 2020				Full Year Forecast		
			Target £' 000	Achieved £' 000	Unachieved £' 000	% Achieved	Achievement £' 000	Shortfall £' 000	% Achieved
2021-19	Redesign of hotel services to reflect reduction in inpatient numbers	Caroline Cherry	99	0	99	0%	50	49	51%
2021-20	Centralised booking of medical records - reduction in admin costs	Stephen Whiston	97	0	97	0%	0	97	0%
2021-21	Alternative local provision for patients placed with high cost providers - 10% saving on £2.2m budget predominantly mental health clients	Julie Lusk	200	116	84	58%	200	0	100%
2021-23	Catering & domestic - spending below budgets	Caroline Cherry	80	0	80	0%	30	50	38%
2021-25	Near Me Mental Health project - savings on travel	John Dreghorn/Kristin Gillies	10	0	10	0%	10	0	100%
2021-54	Printer rationalisation and centralisation of GP servers	Stephen Whiston	17	0	17	0%	17	0	100%
2021-57	Fleet management - electric vehicles, improved accuracy of mileage claims using postcodes; fuel savings through use of telematic data	Stephen Whiston	40	0	40	0%	11	29	28%
2021-58	Additional income from other health boards (being achieved in 19/20)	George Morrison	200	0	200	0%	0	200	0% £100 declared to PMO in 2019/20
2021-59	Review of continence nursing practice and related use of supplies (Lead Nurse)	Elizabeth Higgins	20	0	20	0%	20	0	100%
2021-63	Estate Rationalisation (£50k provision in Investment Fund to be used only on a spend to save basis)	Joanna MacDonald	50	0	50	0%	50	0	100%
2021-68	Forensic billing review of utilities - water	David Ross	30	0	30	0%	0	30	0%
2021-64	Review of Forensic Medical Examiner Costs - particularly Bute & Cowal and Out of hours costs (full year saving may only be available in 2021/22)	Rebecca Heliwell	50	0	50	0%	0	50	0%
2021-66	Community dental practices	Donald MacFarlane	25	5	20	20%	25	0	100%
<b>Totals</b>			<b>3,966</b>	<b>148</b>	<b>3,818</b>	<b>4%</b>	<b>1,926</b>	<b>2,040</b>	<b>49%</b>
<b>ARGYLL &amp; BUTE HSCP TOTAL SAVINGS PLAN 2020/21</b>			<b>7,807</b>	<b>148</b>	<b>7,659</b>	<b>2%</b>	<b>2,974</b>	<b>4,833</b>	<b>38%</b>