

Finance & Policy Committee

Agenda item:

Date of Meeting: 30 October 2020

Title of Report: Progress Update - Transformation Programme Investment

Presented by: Judy Orr, Head of Finance and Transformation

The Finance & Policy Committee is asked to:

- Note the progress made to date as a result of the PMO investment.
- Consider and comment on the approach taken to date.
- Note the governance framework in operation.

1. EXECUTIVE SUMMARY

The transformation programme has been in place for a number of years. Previously it has had limited success in delivering transformation at scale and has not realised the savings expected. Instead savings have been delivered more on an adhoc basis and there has been a substantial levels of carry forward (undelivered) savings at the start of each year. This increases the risk of non-deliverability on subsequent years and importantly the ability of the HSCP to deliver a balanced outturn and ensure its financial sustainability in the future.

- 1.1** In March 2020 as part of the Budget papers, the IJB agreed to ‘*a spend to save*’ proposal to invest £318K in additional resource to strengthen the Project Management Office (PMO) approach to delivering savings. This additional resource would support services in realising their savings for the next two years.
- 1.2** In addition, it had been recognised that the HSCP needs to strengthen the governance framework around delivery of savings. Governance is a cornerstone of ensuring success when managing complex change. The new investment has allowed the PMO to develop and embed a methodology which now ensures that when managing multiple projects the IJB benefits from a more robust way of assessing interdependencies, managing risks, and detailed project planning. The governance framework or programme blueprint is shown in appendix one.
- 1.3** The Service Improvement Officers are all in post and the purpose of this report is to update the committee on their collective efforts, approach and how

each individual is focussing across each work stream. Details are given in appendix two.

- 1.4 The SIOs are currently working on the savings plans with the relevant Heads of Service. The current expectation is that the benefits of this investment will be realised as the savings projects are delivered.

2. INTRODUCTION

- 2.1 A transformation programme has been in place across the partnership for a number of years. Its governance is part of the corporate governance framework and currently is overseen and reported to the Finance and Policy Committee and onwards to the IJB. These internal controls ensure that there is oversight of this work and offers the opportunity for further scrutiny to Board members to ensure confidence in the delivery of services.
- 2.3 On the on 25th March 2020, the Head of Finance & Transformation presented the budget proposals for 2020/21, and reported on the expected outturn for 2019/20. The final outturn position was presented to the IJB on 27 May 2020. The IJB noted the realised savings of £7.665m (71%) made towards the target £10.877m, but this included £1.080m delivered on a non-recurring basis. Along with previously approved savings, this resulted in the partnership carrying forward £4.681m of savings, on top of the new savings approved in March of £5.705m creating a balance to be delivered in 2020/21 of £10.386m, only slightly lower than the target for 2019/20.
- 2.4 A decision was made to help mitigate this risk on the 25th March 2020 when approval was received to progress a (spend to save) investment of £318K. This investment would enable the project management office (PMO) to:
- Build on and take account of previous transformation work which included reviews of services.
 - Allow for the recruitment of additional resource to bring much needed project management focus.
 - To develop and embed a transformation methodology across all Service areas which will now ensure a consistent approach to managing change.
 - To drive the pace of change needed and support each Head of Service to meet their undelivered savings.

Resource	Recruitment	Progress to Date	Next steps
Programme Manager	Postponed until after Covid remobilisation plans implemented.	Decision to delay was made until SIO posts established and PMO framework developed.	The programme manager post will be recruited following remobilisation post Covid.
Service Improvement Officers/ Project Managers	Successful recruitment of posts. All in post by end of July 20.	Staff are all in post.	Completed.

Homecare Support Procurement Officers	Initially went out for external recruitment. However, able to fill only 0.5 posts in MAKI	The remaining 1.5 FTE remain unfilled. There are no plans to progress until after pandemic	There are no plans to progress until after pandemic.
Contract and Demand Officer	Three attempts to recruit failed led to a decision to revisit job description to encourage a wider recruitment pool	A number of potential applications have now been received and are being interviewed w/c 19 October.	Once interview complete preferred candidate will be appointed and this work will focus on the savings targets relating to reviewing service level agreements.

3. DETAIL OF REPORT

- 3.1 The project management office currently consists of 4 FTE Service Improvement Officers. As detailed above the 3 new appointees did not start until July 2020. In addition, the existing SIO working on Health savings was seconded to provide Covid-19 project management support to the A&B management team during March to May, this led to a three month delay in progressing the A&B 2020/21 savings programme.
- 3.2 The restructure of A&B HSCP's Adult Services Management Team was not concluded until the 28th September which also resulted in delays while awaiting new senior managers to take up post. However, it did allow the team to focus on the work that had been done to date and develop and embed a framework for governance, project reporting, engagement and communication strategies.
- 3.3 The current savings programme consists of multiple projects in different stages of delivery. In order to maximise the resource, each SIO has been allocated a number of projects within each work stream to support. This decision was based on the individual's knowledge of the service, their skills and expertise.
- 3.4 In addition, one member of staff was new to the partnership and completed the HSCP induction programme, which included completing mandatory training, introduction meetings and building relationships within each service area.
- 3.5 In order to provide the appropriate governance and ensure consistency across each of work streams, SIO's alongside each Head of Service, have established and agreed the terms of reporting across all areas.
- 3.6 Appendix one shows an overview of the draft HSCP governance framework and gives details of how the additional resources have been allocated. It shows how the role of the different programme boards support the governance framework. Children Services, Mental Health, and Corporate Services work streams have established Programme Boards which all now

meet monthly. Each area have agreed terms of reference in line with corporate governance protocols.

- 3.7 Adult Services have established an Older Adults short life working group which now meets fortnightly and has four sub groups. They will report back to the Strategic Planning Group in November with agreed Terms of Reference for an Older Adult and Dementia Steering Group.
- 3.8 Furthermore, the Service Improvement Officers are working closely with Head of Service, Senior Managers and staff to ensure their transformation programme/projects:

- link and have strategic focus with relevant plans,
- are led by individuals with specialist knowledge,
- have strong and clear leadership,
- ensure accountability and ownership for all their savings areas.

Savings summaries

- 3.9 The following table gives a summary of the approved savings under each work stream. It shows the savings realised and declared, target and latest forecast as at 30th September 2020.

- 3.10 Table One - Savings by Work stream

Summary of savings by Transformation Programme by Workstream					
Workstream	Service Area	Approved £m	Declared £m	Forecast £m	Undelivered £m
1	Adult Services	3.220	0.836	1.642	1.578
2	Children's Services	1.241	0.890	1.102	0.139
3	Corporate Services	3.593	1.697	2.358	1.235
4	Mental Health/LD	1.466	0.343	0.624	0.842
1/4	Joint Adult Srvs/ MH&LD	0.866	0.062	0.230	0.636
	Programme Total	10.386	3.828	5.956	4.431

Work completed to date

- 3.11 Appendix 2 provides more detailed insight into work completed to date by the SIO team over the 4 workstreams.

4. RELEVANT DATA AND INDICATORS

- 4.1 Information is derived from the financial systems of NHS Highland and Argyll and Bute Council.

5 CONTRIBUTION TO STRATEGIC PRIORITIES

- 5.1 Savings are being delivered as agreed by the IJB and in support of the delivery of a balanced budget.

6. GOVERNANCE IMPLICATIONS

- 6.1 The governance framework for this work is set out at Appendix 1.

6.2 Staff Governance – None

6.3 Clinical Governance - None

7. EQUALITY & DIVERSITY IMPLICATIONS

7.1 None

8. GENERAL DATA PROTECTION PRINCIPLES COMPLIANCE

8.1 None directly from this report.

9. RISK ASSESSMENT

9.1 No implications for changes to risks.

10. PUBLIC & USER INVOLVEMENT & ENGAGEMENT

10.1 None.

11. CONCLUSIONS

11.1 The Finance & Policy Committee is asked to note the progress made, the governance established and to consider and comment on the approach being taken.

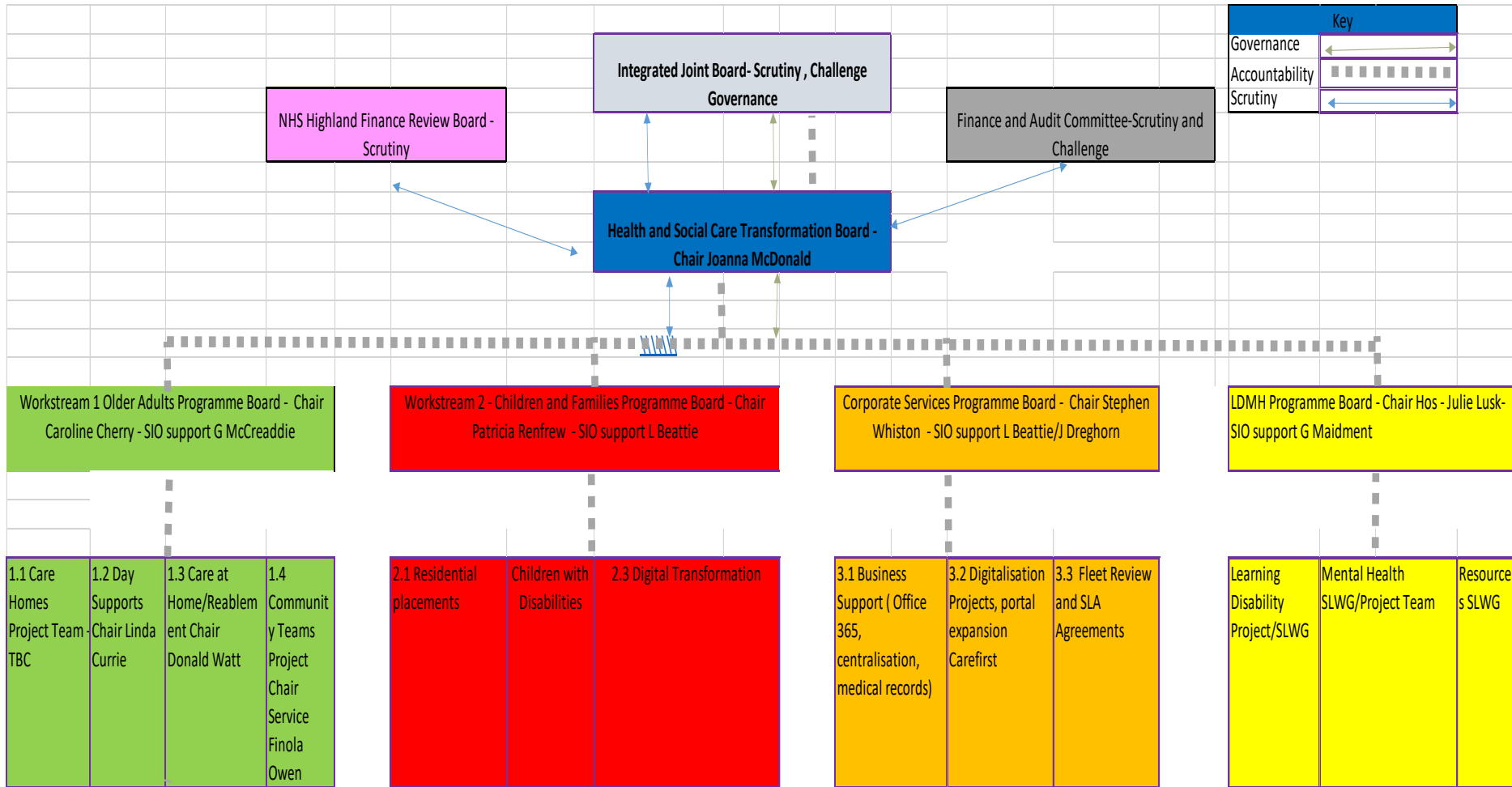
12. DIRECTIONS

Directions required to Council, NHS Board or both.	Directions to:	tick
	No Directions required	√
	Argyll & Bute Council	
	NHS Highland Health Board	
	Argyll & Bute Council and NHS Highland Health Board	

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1. Appendix 1 – Transformation Programme Blueprint / Governance arrangement



Appendix 2: Project Management Office – Work to Date & Plans

1 Adult Services

- 1.1 Much of the focus has been supporting the Service with operational issues during the pandemic specifically around home care operations. This includes weekly updates to Chief Officer on performance information and escalating any issues for discussion.
- 1.2 In addition, focus has been on supporting each of the areas in operational process reviews, and standardising procedures. A number of process reviews have been completed alongside the early development of a strategic monitoring process. This work supports the priorities of agreeing the future shape of service provision at locality and wider care provision and will help inform proposals for future years.
- 1.3 To ensure transformation governance the terms of reference for short life working groups have been agreed and an initial meeting has been arranged. The purpose of the SLW group is to establish an agreed strategic vision for older adult services, agree key priority areas of transformation work and identify lead individuals for the work streams. This will be short life whilst wider work is ongoing to establish a Steering Group and ongoing sub groups. Work has started to develop and agree membership and remits of the sub groups.

Care at Home Services

- 1.4 Regular meetings with Resources Team Leaders to engage with the transformation agenda and future savings options. These meetings also supported operational issues until new management structure embedded.
- 1.5 Completed a number of management reports to identify the priorities, key areas of work to support successful deliverability of savings following remobilisation. This included the re - introduction of monitoring visits, standardisation of care package.
- 1.6 Monthly analysis of budget information and activity areas highlighting opportunities within each area for further efficiencies.
- 1.7 Weekly updates are provided to ELT detailing care at home pressures and escalation of any operational issues for early intervention.
- 1.8 Corporate performance reporting for ongoing impact of Covid on Care at Home Service. Ensuring performance and other communications are shared across the Service.
- 1.9 Completion of evaluations of practice by the Care Inspectorate post Covid. This considers the impact on care at home services, what can be learnt from the work done. SIO was part of the panel interviewed. The service is awaiting the national report publication.
- 1.10 Preparation work is underway to re-visit the block contracts and remove any inefficiency. Engagement with providers is planned. It has not be possible to take this work forward fully until the sustainability payments cease.
- 1.11 Dealing with emergency incidents relating to positive Covid clients. This included the development of an action learning log and managing and mitigating risk of further infection.
- 1.12 Completion of Freedom of Information and member enquiries.

Care Homes

- 1.13 Completion of management reports in connection of impact of Covid on the sustainability of the service.
- 1.14 SIO is part of the care home assurance group looking at issues as they arise on a daily basis. This has included the scrutinising of the risk assessments for outside and inside visiting and development of guidance for restarting of respite within care homes and step up and step down detailed guidance for assessors and managers.

- 1.15 The SIO is part of the SLWG looking at care home mobilisation should a future outbreak occur, looking at what support could be made available to care homes and how it can be accessed.

Community Teams

- 1.16 A research report has been produced identifying the key elements/benefits of community teams. Financial analysis is currently being explored for each area across the partnership. This information will help deliver any savings approved to the shape and function of community teams.
- 1.17 Following the remobilisation work the Care Resource Groups are being re-established with strengthened terms of reference to ensure greater consistency and equity across the area. This will help inform a review of processes and resource allocation between assessment, care management and care at home resources.

2. Children Services

- 2.1 Focus since July has been on building on the work on the savings previously approved. This included completing a commissioning review of all the contracts associated with Children's Disability Service. The initial contract review has been completed and options for future savings are being considered.
- 2.2 Workshops been developed and delivered to Children Leadership Team on the Services financial and the need for transformation to meet future budget gaps. This lead to three areas of focus:
- **Digitalisation** - Explore opportunities from the implementation of Office 365 and any opportunities for digital innovation.
 - **Early Intervention** - Strengthen opportunities for earlier intervention in alignment with the Children and Young people's Strategic Plan.
 - **Review the Care and Cluster model** - develop Business case to consider bringing external placements back into the area.
- 2.3 Early engagement strategy and plan to explore ideas/proposals for future year's transformation. On line presentations delivered to senior managers and staff.
- 2.4 In process of reviewing existing reporting mechanisms and development of a clear process for Team Leaders to report progress and risks.
- 2.5 Working in partnership with Senior Managers to explore opportunities to reconfigure any undelivered savings.
- 2.6 Establish risk register as part of programme board reporting. This is to ensure risks can be discussed early and mitigated appropriately.
- 2.7 The Children and Young People Plan is due to launch later this year. SIO has been working with the Head of Service to ensure that those factors which could directly affect future delivery, scale and method of transformation are considered in any future savings proposals.
- 2.8 Monthly analysis of budget information and activity areas highlighting opportunities within each area for further efficiencies. A number of areas are currently being explored.

3. Corporate Services

HSCP Business Admin / Digitalisation

- 3.1 Following the decision to support a full review of business admin across the partnership, the SIO has been working to establish a Corporate Programme Board. This includes ensuring interdependencies are aligned, strategic impact is considered and risk is managed. The first meeting is planned for November 2020.

- 3.2 SIO will be working with Head of Service to develop both high level and more detailed project plans, the governance methodology, terms of reference and is aligned with and consistent with the other work streams. Specific leads have been identified.
- 3.3 SIO meeting monthly with service leads to build on the work to date. This includes digital innovation and delivery of services e.g. on-line appointments, medical records, fleet review and development of self service and expansion of contact centre role along with early development of the mobile working and opportunities to streamline processes under the Internet of Things.

NHS Savings and PMO

- 3.4 Monthly updates are presented to the NHS Highland Financial Recovery Board (FRB) on the progress of the 53 savings schemes for Argyll and Bute. The SIO ensures performance reporting is aligned with NHS Highland PMO processes. This includes organising and managing the savings review group meetings.
- 3.5 Completion of project initiation documents when scheme moves to delivery. This ensures accurate financial reporting as well as programme governance.
- 3.6 Working closely with all Head of Services and Senior managers to ensure that any NHS savings gaps are addressed and risks are escalated accordingly. This ensures early decision making opportunity and risks are mitigated.
- 3.7 Working collectively with all Service Improvement Officers to ensure that any interdependencies are identified and minimise any duplication of effort across the partnership.

4. Mental Health and Learning Disabilities

- 4.1 Programme Board and sub groups for leading and reporting progress developed and agreed in line PMO governance, methodology and terms of reference.
- 4.2 Reconfiguration of existing plans in order to provide clarity on the scope and reduce duplication.
- 4.3 Communication and engagement strategy for future savings proposals in progress. Review of existing efficiency/savings reporting mechanisms and development of a clear process for Team Leaders to report progress
- 4.4 Monthly budget meetings alongside Head of Service, Service Managers and finance colleagues.
- 4.5 Weekly meetings with Head of Adult Services – Learning Disability, Mental Health, Addictions & Lifelong Conditions to ensure interdependencies and alignment of projects.
- 4.6 Review of existing contracts, SLA's and grants in place across different areas. This ensures senior have a strategic overview of service provision and ensures best value is evidenced.
- 4.7 Early discussion in progress with LD commissioned care providers to ensure best value outcomes.
- 4.8 Weekly and Monthly meetings arranged to progress sub groups (LD and Resources) to increase pace of change across projects.
- 4.9 SIO support has predominately been in relation to the remobilisation of building based day services following the issue of Scottish Government Guidance during pandemic.
- 4.10 Development of a clear process for approval of Covid related risk assessments and implementation of a multi-disciplinary group to approve changes to guidance.

- 4.11 Application completed and submitted the Health Improvement Scotland/iHub for the 'New Models for Learning Disability Day Support Collaborative'. If successful, this piece of work will take place October-March 2021.
 - 4.12 Initial discussion regarding options of savings proposals with view to considering alternative transport arrangements for day services.
 - 4.13 PID developed for 'Just Checking' pilot. This work will be evaluated within Helensburgh and Oban. After evaluation any recommendations will be made in terms of future roll out.
 - 4.14 Review of vacancies in existing housing options across Argyll and Bute e.g. Greenwood, Waterfront and Lusraggan. This work has led to further discussions with housing colleagues in regards to a number of future housing opportunities.
 - 4.15 Development of Campbell Street facility with Team Leader and Scottish Autism. This includes the development of lease agreement, rent and service charges, housing benefit process and negotiation of hourly rates with providers.
 - 4.16 Planning for the review of care packages following announcement of provider sustainability payments ceasing at end of October.
- Mental Health Services**
- 4.18 Ongoing negotiations with GG&C in relation to the Mental Health SLA's for Helensburgh & Lomond population.
 - 4.19 Reduction in % recharges to NHS Highland following the collation of caseload and demand information and withdrawal of services no longer required. Efficiencies and changes to SLA agreed have had no impact on the delivery of MH services.
 - 4.20 Development of updated SLA, T&C's and contract management procedures in progress