

Appendix 3 (a)

ARGYLL & BUTE SOCIAL WORK SAVINGS PLAN 2020/21

Ref.	Savings Description	Manager	Target £' 000	Year to 28 Feb 2021			Full Year Forecast				
				Achieved £' 000	Unachieved £' 000	% Achieved	Achievement £' 000	Shortfall £' 000	% Achieved		
1819-7	Thomson Court	Jane Williams	10	0	10	0%	0	0	0%	Declared on N/R basis M7	adult/MH
1819-8	Assessment and Care Management	Caroline Cherry	42	0	42	0%	0	42	0%		Adult
1819-14	Redesign of Internal and External Childrens Residential Placements	Patricia Renfrew	200	178	22	89%	178	22	89%		C&F
1819-15	Children and Families Management Structure	Patricia Renfrew	150	150	0	100%	150	0	100%		C&F
1819-18	Review provision of HSCP care homes	Caroline Cherry	99	0	99	0%	0	99	0%		Adult
1819-19	Review and Redesign of Physical Disability Services	Jim Littlejohn	289	28	0	100%	28	0	100%		MH&LD
1819-19	Review and Redesign of Learning Disability Services - Sleepovers and Technology Arqyl Wide	Jim Littlejohn	29	145	154	48%	145	154	48%	£51k declared M11	MH&LD
1819-19	Review and Redesign of Learning Disability Services - Packages of Care Mid Argyll	Jim Littlejohn	40	6	34	16%	6	34	15%		MH&LD
1819-19	Review and Redesign of Learning Disability Services - Packages of Care Kintyre	Jim Littlejohn	29	3	26	10%	3	26	10%	£3k declared M11, nothing further expected in year so full year forecast reduced	MH&LD
1819-19	Review and Redesign of Learning Disability Services - Packages of Care Lorn	Jim Littlejohn	69	23	46	33%	23	46	33%	£6k declared M11	MH&LD
1819-19	Review and Redesign of Learning Disability Services - Packages of Care Bute	Jim Littlejohn	9	9	0	100%	9	0	100%		MH&LD
1819-19	Review and Redesign of Learning Disability Services - Packages of Care Cowal	Jim Littlejohn	60	49	11	81%	49	11	81%	£11k shifted from 1819-19 ext res LD placements; £8k declared M11	MH&LD
1819-19	Review and Redesign of Learning Disability Services - Packages of Care Helensburgh	Jim Littlejohn	69	58	11	84%	58	11	84%	£4.7k declared M11	MH&LD
1819-19	Review and Redesign of Learning Disability Rothesay Resource Centre	Jane Williams	14	0	14	0%	0	14	0%		adult/MH
1819-19	Review and Redesign of Learning Disability Assist Cowal Resource Centre	Jane Williams	30	0	30	0%	0	30	0%		adult/MH
1819-19	Review of Ext Residential Learning Disability Placements	Jim Littlejohn	194	0	194	0%	0	194	0%	Declared and forecast reduced to 0 M11 £11k shifted to 1819-19 packages of care Cowal	MH&LD
1819-22	Adult Care West - Restructure of Neighbourhood Teams (SW & Health)	Caroline Cherry	250	0	250	0%	0	250	0%		Adult
1819-25	Older People Day/Resource Centre - Address high levels of management - consolidate opening hours - shared resource	Caroline Cherry	212	155	57	73%	155	57	73%		adult/MH
1819-31	Integrate HSCP Admin, digital Tech and Central Appoint System	Patricia Renfrew/ Kirsteen Larkin	104	0	104	0%	0	104	0%		corp
1819-33	Catering, Cleaning and other Ancillary Services	Tricia / Jayne Jones / Caroline Cherry	70	0	70	0%	0	70	0%		Adult
1819-40	SLA and Grants operate within allocation	Patricia Renfrew	23	23	0	100%	23	0	100%		C&F
1819-42	Contract Management reducing payments to Commissioned External providers	Stephen Whiston	33	0	33	0%	0	33	0%		corp
1819-46	Adopt a Single Community Team Approach to undertaking Assessment and Care Management	Caroline Cherry	120	0	120	0%	0	120	0%		Adult
1920-33	Review of management structure	Joanna Macdonald / Charlotte Craik	102	55	48	53%	55	48	53%	£54.5 declared M11	corp
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%	0	300	0%	Forecast reduced to £0 M10	Adult
1920-41	Extend use of external home care transferring hours as qaps occur	Donald Watt	33	0	33	0%	0	33	0%		Adult
1920-42	Step up/step down of care to be suspended except for exceptional cases	Judy Orr	227	227	0	100%	227	0	100%		Adult
1920-43	Cap on overtime	Donald Watt	87	0	87	0%	0	87	0%		Adult
1920-44	Reduction on adult services social work travel	Jim Littlejohn/ Donald Watt	25	25	0	100%	25	0	100%		Adult
1920-45	Planned changes in staffing for Bowman Court in line with Lorne Campbell Court structure	Donald Watt	28	0	28	0%	0	28	0%		Adult
2021-5	Bring staffing within ECCT teams and Mull Progressive Care Centre into line with best practice elsewhere	Caroline Cherry/ Donald Watt	85	0	85	0%	0	85	0%		Adult
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%	0	200	0%		adult/MH
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%	0	50	0%	Forecast reduced to 0 M11	MH&LD
2021-31	Reduce double up care activity for care at home visits through more effective use of equipment, technology and staff training	Caroline Cherry	250	250	0	100%	250	0	100%		Adult
2021-32	Review housing support services and remove where not required for LD and PD clients	Julie Lusk	181	6	175	3%	6	175	3%	Forecast reduced by £23k M11	MH&LD
2021-33	Reduce travel and increased grip and control of expenditure	All Managers	60	60	0	100%	60	0	100%		adult/MH
2021-34	Additional recovery of direct payments (\$30110...) (running above budget)	Caroline Cherry/David Forshaw	25	25	0	100%	25	0	100%		Adult
2021-35	Carers support (\$30091..)	Caroline Cherry/David Forshaw	150	150	0	100%	150	0	100%		Adult
2021-36	Respite Care (HQ) (\$30090...) - align budget to current levels of expenditure, review all expenditure and ensure in line with policy	Caroline Cherry	80	80	0	100%	80	0	100%		Adult
2021-37	Day Care - additional client charge income (running above budget) (\$300500..)	Julie Lusk/David Forshaw	25	25	0	100%	25	0	100%		MH&LD
2021-38	Development & flex budgets not currently utilised (MAKI / B&C) (\$300930..)	Caroline Cherry	10	10	0	100%	10	0	100%		Adult
2021-39	Progressive Care Mull additional income (\$3008002..)	Caroline Cherry/David Forshaw	10	10	0	100%	10	0	100%		Adult
2021-40	Resource Release - budget not use (\$300351..)	Caroline Cherry/David Forshaw	6	6	0	100%	6	0	100%		Adult
2021-41	Telecare - additional income above budget (\$300330)	Stephen Whiston/David Forshaw	80	80	0	100%	80	0	100%		corp
2021-42a	integrated equipment store - increased consistency in prescribing	Julie Lusk/Jim Littlejohn	80	80	0	100%	80	0	100%		MH&LD
2021-42b	integrated equipment store - restriction in range of catalogue items to aid re-use and improved procurement; remove items supported priority 3 and 4 needs (bathing assessments/equipment)	Julie Lusk/Jim Littlejohn	20	20	0	100%	20	0	100%		MH&LD

Ref.	Savings Description	Manager	Target £' 000	Year to 28 Feb 2021			Full Year Forecast			
				Achieved £' 000	Unachieved £' 000	% Achieved	Achievement £' 000	Shortfall £' 000	% Achieved	
2021-43	Sensory impairment -See/Hear monies underspent	Julie Lusk	10	10	0	100%	10	0	100%	MH&LD
2021-44	Resource Centres/Day Centres - additional income £35k; Travel underspent £10k; Savings on Enable day service £25k	Julie Lusk/David Forshaw	70	70	0	100%	70	0	100%	MH&LD
2021-45	Community Support Teams Dunoon Link Club £12k ended previously and underspend on travel £10k	Julie Lusk/David Forshaw	22	22	0	100%	22	0	100%	MH&LD
2021-10	Transformation of Social Work admin increasing use of technology and integration with NHS admin services - savings not yet quantified	Patricia Renfrew/Kirsteen Larkin	93	0	93	0%	93	0	100%	C&F
2021-12	Staffing review to include workload analysis and risk assessment (possible saving of 3 social worker posts (H&L/B&C/OLI) 2 para professional (T&AC))	Patricia Renfrew	246	246	0	100%	246	0	100%	C&F
2021-46	Improved rostering of staff for school hostels	Patricia Renfrew	50	44	6	88%	44	6	88%	C&F
2021-47	Review of catering arrangements at Dunclutha and East King Street	Patricia Renfrew	23	23	0	100%	23	0	100%	C&F
2021-48	Redesign Emergency Social Work service - shift to contracted hours	Patricia Renfrew/Brian Reid	100	100	0	100%	100	0	100%	C&F
2021-49	Reduce external contracted hours for childrens support workers	Patricia Renfrew	8	8	0	100%	8	0	100%	C&F
2021-50	Dunoon hostel - income from nursery meals	Patricia Renfrew/David Forshaw	20	20	0	100%	20	0	100%	C&F
2021-51	contact & welfare £10k per locality	Patricia Renfrew	40	40	0	100%	40	0	100%	C&F
2021-52	CABD, physio & OT NHS hire of facility	Patricia Renfrew	15	15	0	100%	15	0	100%	C&F
2021-11	SLA with GG&C for CAMHS service (Fusions)	Patricia Renfrew/David Forshaw	23	23	0	100%	23	0	100%	C&F
2021-55	Technology Enabled Care - improve re-use of equipment through better asset utilisation, cap Telecare equipment cost, reduce travel budget	Stephen Whiston	34	34	0	100%	34	0	100%	corp
2021-60b	Additional vacancy savings (above £600k already budgeted)	Joanna Macdonald/David Forshaw	250	250	0	100%	250	0	100%	corp
2021-62	Unused central funds cost centre 5000000000.40300	Joanna Macdonald/David Forshaw	180	180	0	100%	180	0	100%	corp
Totals			5,453	3,021	2,432	55%	3,113	2,339	57%	

ARGYLL & BUTE HEALTH SAVINGS PLAN 2020/21

Ref.	Savings Description	Manager	Target £' 000	Year to 28 Feb 2021			Full Year Forecast			
				Achieved £' 000	Unachieved £' 000	% Achieved	Achievement £' 000	Shortfall £' 000	% Achieved	
1819-4	Closure of West House / Argyll & Bute Hospital site	David Ross	20	20	0	100%	20	0	100%	corp
1819-5	Closure of Aros (running costs)	David Ross/ Charlotte Craig	60	60	0	100%	60	0	100%	corp
1819-16	Children & Families services staffing	Patricia Renfrew	50	50	0	100%	50	0	100%	C&F
1819-32	Catering & cleaning review	Caroline Cherry	20	0	20	0%	0	20	0%	Forecast reduced m11
1819-44	Advanced Nurse Practitioners - Oban	Caroline Henderson	14	0	14	0%	0	14	0%	Adult
1819-53	Vehicle Fleet Services (see also 2021-57)	Stephen Whiston	18	0	18	0%	0	18	0%	Forecast reduced m11
1920-3	Health Promotion Discretionary Budgets	Alison McGorvy	54	0	54	0%	0	54	0%	corp
1920-4	Review of Service Contracts	Judy Orr	86	22	64	26%	22	64	26%	£18.4k declared and forecast reduced £14k M11
1920-8	GP Prescribing	Fiona Thomson	500	96	404	19%	96	404	19%	£20k declared and forecast increased m11
1920-22	Dunoon Medical Services (see also 2021-16)	Rebecca Heliwell	100	0	100	0%	0	100	0%	corp
1920-31	Review of SLAs with GGC	Stephen Whiston	290	290	0	100%	290	0	100%	corp
1920-32	Review of management structure	Joanna Macdonald / Charlotte Craig	200	160	40	80%	160	40	80%	£160k declared m11 and forecast increased by £10k
1920-35	Bed reduction savings : Dunoon	Jane Williams	150	0	150	0%	0	150	0%	corp
1920-38a	LIH Theatre nurse staffing - HAK112	Caroline Henderson	38	8	30	21%	8	30	21%	Adult
1920-38b	Lorn & Islands Hospital staffing	Caroline Henderson	124	97	28	78%	97	28	78%	£27.5k declared m11
2021-1	Mental Health redesign of dementia services (excludes commissioned services)	Caroline Cherry	200	0	200	0%	0	200	0%	Declared non-recurring instead
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%	Adult
2021-3	AHP - carry out workforce planning and establishment setting to find efficiencies in posts and realign services provided to match	Linda Currie	140	54	86	38%	54	86	38%	Adult
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%	corp
2021-4b	Right size admin budgets Mid Argyll and LIH	Caroline Cherry	45	0	45	0%	0	45	0%	Adult
2021-8	Review maternity arrangements for out of hours and bring within contracted hours	Patricia Renfrew	100	100	0	100%	100	0	100%	C&F
2021-9	Review health visitor and school nurse staffing	Patricia Renfrew	100	100	0	100%	100	0	100%	C&F
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	100	0	100%	100	0	100%	corp
2021-14	Removal of health & wellbeing small grant fund	Nicola Schiniaia	50	50	0	100%	50	0	100%	corp
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%	0	60	0%	Adult
2021-16	Rationalisation of medical services for Dunoon (adds to 1920-22)	Rebecca Heliwell	20	0	20	0%	0	20	0%	corp
2021-17	Ongoing grip and control of all non-essential expenditure	Caroline Cherry/Julie Lusk	340	84	256	25%	84	256	25%	adult/MH
2021-18	Savings in time & travel through further roll out of Near Me (Attend Anywhere)	John Dreghorn/Kristin Gillies	50	50	0	100%	50	0	100%	£50k declared m11
2021-19	Redesign of hotel services to reflect reduction in inpatient numbers	Caroline Cherry	99	0	99	0%	0	99	0%	corp
2021-20	Centralised booking of medical records - reduction in admin costs	Stephen Whiston	97	0	97	0%	0	97	0%	Adult

Ref.	Savings Description	Manager	Target £' 000	Year to 28 Feb 2021			Full Year Forecast			
				Achieved £' 000	Unachieved £' 000	% Achieved	Achievement £' 000	Shortfall £' 000	% Achieved	
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	200	0	100%	200	0	100%	
2021-22	Patient Travel costs - spending below budgets	Caroline Cherry	100	100	0	100%	100	0	100%	MH&LD
2021-23	Catering & domestic - spending below budgets	Caroline Cherry	80	50	30	63%	50	30	63%	£25k declared m11
2021-24	Oban medical services - underspending areas of admin and non-pay	Caroline Cherry/Caroline Henderson	100	100	0	100%	100	0	100%	Adult
2021-25	Near Me Mental Health project - savings on travel	John Dreghorn/Kristin Gillies	10	10	0	100%	10	0	100%	Adult
2021-26	Admin pays - removal of budget for 2 half posts saved in Lochgilphead in 2019/20	Caroline Cherry	29	29	0	100%	29	0	100%	MH&LD
2021-27	Cowal general transport - underspend	Caroline Cherry	15	15	0	100%	15	0	100%	Adult
2021-29	Dunoon Gum clinic - underspend	Caroline Cherry	20	0	20	0%	0	20	0%	Declared Non-recurring instead
2021-53	Reduction of health improvement team budget by one third	Nicola Schinaia	6	6	0	100%	6	0	100%	corp
2021-54	Printer rationalisation and centralisation of GP servers	Stephen Whiston	17	17	0	100%	17	0	100%	£7k declared m11 and forecast increased
2021-57	Fleet management - electric vehicles, improved accuracy of mileage claims using postcodes; fuel savings through use of telematic data (see also 1819-53)	Stephen Whiston	40	0	40	0%	0	40	0%	Forecast reduced m11
2021-58	Additional income from other health boards (being achieved in 19/20)	George Morrison	200	0	200	0%	0	200	0%	corp
2021-59	Review of continence nursing practice and related use of supplies (Lead Nurse)	Elizabeth Higgins	20	20	0	100%	20	0	100%	corp
2021-60a	Additional vacancy savings - achieving £2.85m in 2019/20	Joanna MacDonald	500	500	0	100%	500	0	100%	Adult
2021-61	Investment fund savings - reduction in funds to support colocation and vacant posts	Joanna MacDonald	72	72	0	100%	72	0	100%	corp
2021-63	Estate Rationalisation (£50k provision in Investment Fund to be used only on a spend to save basis)	Kevin Willan	50	49	1	98%	49	1	98%	corp
2021-68	Forensic billing review of utilities - water	David Ross	30	30	0	100%	30	0	100%	corp
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%	corp
2021-66	Community dental practices	Donald MacFarlane	25	5	20	20%	5	20	20%	Declared Non-recurring instead
2021-67	Homecare pharmacy services - right size budget	George Morrison	75	75	0	100%	75	0	100%	corp
Totals			4,933	2,618	2,315	53%	2,618	2,315	53%	

Non Recurring Savings - Social Work

1819-7	Thomson Court	Jane Williams	0	10	(10)		10	(10)		£10k declared M7
1819-18	Review provision of HSCP care homes	Caroline Cherry	0	99	(99)		99	(99)		£99k declared M7
2021-46	Improved rostering of staff for school hostels	Patricia Renfrew	0	6	(6)		6	(6)		£6k declared M8
sub-total			0	115	(115)		115	(115)		

Non Recurring Savings - Health

2021-1	Mental Health redesign of dementia services	Caroline Cherry	0	200	(200)		200	(200)		£200k declared M2
1920-3	Health Promotion Discretionary Budgets	Alison McGroary	0	54	(54)		54	(54)		£27k declared M2 £13k declared M7, £14k M8
2021-29	Dunoon Gum Clinic	Caroline Cherry / Jane Williams	0	20	(20)		20	(20)		£20k declared M4
2021-66	Community dental practices	Donald MacFarlane	0	20	(20)		20	(20)		£20k declared M6
1920-35	Bed reduction savings : Dunoon	Jane Williams	0	120	(120)		120	(120)		£120k declared M7
2021-3	AHP - carry out workforce planning and establishment setting to find efficiencies in posts and realign services provided to match	Linda Currie	0	86	(86)		86	(86)		£86.4k declared M10
1920-4	Review of Service Contracts	Judy Orr	0	64	(64)		64	(64)		£63.6k declared m11, balance of recurring target
	Sundry budget underspends badged as non-recurring savings		0	0	0		1,251	(1,251)		Reduced by £61k M11 as new N/R saving added
sub-total			0	564	(564)		1,815	(1,815)		
Totals			0	679	(679)		1,930	(1,930)		

ARGYLL & BUTE HSCP TOTAL SAVINGS PLAN 2020/21

10,386	6,318	4,068	61%	7,661	2,724	74%
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Funding announced 3 Feb 2021

SG funding support for undelivered savings: Health
SG funding support for undelivered savings: Social Work

500
2,228
2,728
-4

Overall shortfall