



Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board	
Held on	25 September 2024	
Agenda Item	10	
Title	HSCP Recovery and Renewal Programme	
Summary		
The purpose of this report is to update the Integration Joint Board on the HSCP Recovery and Renewal Programme.		
Presented by	Lesley Bairden, Head of Finance & Resources (Chief Financial Officer)	
Action Required		
Members of the Integration Joint Board are asked to note and comment on the progress of the HSCP Recovery and Renewal Programme.		
Directions	Implications	
<input checked="" type="checkbox"/> No Directions Required	<input checked="" type="checkbox"/> Finance	<input checked="" type="checkbox"/> Risk
<input type="checkbox"/> Directions to East Renfrewshire Council (ERC)	<input type="checkbox"/> Policy	<input type="checkbox"/> Legal
<input type="checkbox"/> Directions to NHS Greater Glasgow and Clyde (NHSGGC)	<input type="checkbox"/> Workforce	<input type="checkbox"/> Infrastructure
<input type="checkbox"/> Directions to both ERC and NHSGGC	<input type="checkbox"/> Equalities	<input type="checkbox"/> Fairer Scotland Duty

EAST RENFREWSHIRE INTEGRATION JOINT BOARD

25 September 2024

Report by Chief Officer

HSCP RECOVERY AND RENEWAL PROGRAMME

PURPOSE OF REPORT

1. The purpose of this report is to update the Integration Joint Board on the HSCP Recovery and Renewal Programme.

RECOMMENDATION

2. It is recommended that the Integration Joint Board note and comment on the progress of the HSCP Recovery and Renewal Programme.

BACKGROUND

3. At the March meeting of the IJB it was agreed that savings would only be reported through the revenue monitoring report to avoid duplication of information. The purpose of this paper is to focus on the progress of recovery and renewal projects and key areas of change.

REPORT

4. Since the last report to the IJB the programme has continued to progress. The information at Appendix 1 provides a detailed update on individual projects. At present there are 5 live projects; 4 recently completed projects; 1 planned and 1 future. By exception, the updates are detailed below.
5. **Case Recording Replacement System project** – following the contract award to The Access Group the project is now in the implementation phase. Significant engagement work has taken place with operational teams to inform the configuration of the new system. The first iteration of the system has been received with initial testing taking place.
6. The project is currently amber reflecting the time delay in accessing the test system due to IT connectivity issues. The project team are working to adjust the plan to ensure no impact to the go live date, however this uses the time contingency built into the project. User acceptance testing is scheduled to begin over the next few weeks.
7. **HSCP Transport Review (Phase 1)** – a brief piece of work was undertaken to review the current transport fleet across the HSCP. This has identified opportunities to make small changes which will bring operational benefits and may result in a small saving this financial year, subject to contract terms. Phase 1 provides the current position to inform the next stage of this project which ties in with wider work with our partners.
8. Whilst not yet listed as a project, the IJB should note that work has begun to review how we use our space within buildings now that we are in a “steady state” following the changes made as we emerged from the Covid pandemic.

CONSULTATION AND PARTNERSHIP WORKING

9. Representatives from staff, those who use our services, staffside and partner providers will continue to be invited onto projects as appropriate.

IMPLICATIONS OF THE PROPOSALS

Equalities

10. We will undertake Equality, Fairness and Rights Impact Assessments where required.
11. There are no specific legal, policy, workforce, infrastructure or risk implications arising as a result of this paper.

DIRECTIONS

12. There are no directions arising from this report.

CONCLUSIONS

13. The Recovery and Renewal Programme is continuing to progress and will be reported to future IJB meetings.

RECOMMENDATIONS

14. It is recommended that the Integration Joint Board note and comment on the progress of the Recovery and Renewal Programme.

REPORT AUTHOR AND PERSON TO CONTACT

Lesley Bairden, Head of Finance & Resources (Chief Financial Officer)

Lesley.Bairden@eastrenfrewshire.gov.uk

0141 451 0749

Chief Officer, IJB: Julie Murray

16 September 2024

BACKGROUND PAPERS

IJB Paper: 27 March 2024 – Item 8 Savings, Recovery and Renewal Programme

https://www.eastrenfrewshire.gov.uk/media/10168/IJB-Item-08-27-March-2024/pdf/IJB_Item_08_-_27_March_2024.pdf?m=1710509964907

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Appendix 1

Project Timelines and Summaries to IJB as at 09 September 2024

LIVE PROJECTS				
Project	Project Owner	Project Start Date	Project End Date	RAG Status
L1: Learning Disability Development	Tom Kelly	August 2022	December 2024	GREEN
L2: Case Recording System (CareFirst) Replacement	Lesley Bairden	April 2022	April 2025	AMBER
L3: Information Governance and Data Cleansing	Raymond Prior	November 2022	October 2024	AMBER
L4: Review of Commissioned Services	Margaret Phelps	November 2022	November 2026	GREEN
L5: Reliance Lone Worker Device roll-out	Mairi Clare Armstrong	August 2024	December 2024	AMBER

RECENTLY COMPLETED PROJECTS (LAST REPORTING PERIOD)			
Project	Project Owner	End date	Comments
C1: EMIS / Prescription Management Assistance	Mary Wilson	June 2024	Defined new processes put to put into place for the management of the prescription service. Short project, successfully completed. Intended outcomes all achieved.
C2: Supporting People Framework Set-up	Robert Price	March 2024	Now moved into operational phase. Project element completed.
C3: Care at Home Review Phase 2	Julie Murray	June 2024	Initial project work around scoping/set-up now complete. Work now transferred to service for significant service re-design
C4: HSCP Transport/Vehicle fleet review (Phase 1)	Lesley Bairden	August 2024	Report on scoping exercise and initial progress presented to Recovery & Renewal Programme Board/DMT in September as directed. Await go-ahead to commence Phase 2 as noted below.

PLANNED PROJECTS			
Project	Project Owner	Expected Start Date	Comments
P1: HSCP Transport and Vehicle Usage Review (Phase 2)	L. Bairden	September 2024	Next steps/follow up action from the ongoing review in Phase 1 as referred to above.

FUTURE PROJECTS			
Project	Project Owner	Expected Project Start Date	Comments
F1: Review of Telephony Systems	Mairi Clare Armstrong	TBA	Longer term project to review existing telephony and wider communications in conjunction with ERC IT Services

LIVE PROJECTS SUMMARIES	
Project Title	L1 – Learning Disability Development
Project Owner	Tom Kelly
Purpose - what do we want to achieve	<ul style="list-style-type: none"> To undertake an extensive review of our current approach to supporting those who use our Learning Disability support services and introduce a modern integrated service that puts the needs of those who use our services at the heart of what we do, whilst identifying viable and sustainable options for creating efficiencies in service provision. The project will encompass a review of the overnight support service ('sleepovers'), facilitating a fresh assessment of overall support needs, and looking at ways of utilising modern technology to provide personalised support alternatives, introducing less intrusive and more efficient methods of meeting assessed need and managing more successful and fulfilling outcomes. The project will also build upon the work carried out in relation to Phase 1 of the remobilisation of day opportunities following the enforced COVID-19 service suspension of these services. The review will provide the opportunity to assess how the reintroduction of both building based and outreach services can be individualised and provide a better fit with a modernised integrated Learning Disability support service.
Expected Outcomes – Non financial	<ul style="list-style-type: none"> Ensuring those that who use our learning disability service are supported and encouraged to thrive with enhanced day opportunities The creation of a modern, integrated and efficient support service
Expected Outcomes – financial	<p>Indicative savings are:</p> <ul style="list-style-type: none"> 2022/23: £200k (£29k not achieved) 2023/24: £300k (£217k achieved) 2024/25: £100k (£120k achieved)
Current Update	<ul style="list-style-type: none"> Workstream 1 closed due to savings target being achieved Delay in progress for overnight support reviews due to lack of resources and other issues within SOL. Consultation underway regarding the SOL framework rates. Exploration of alternative service provision is making progress. Progress on pool has been postponed indefinitely. Room booking system fully implemented and terms and conditions to be submitted to DMT for approval. Bank account transferred to VA for project accounts and ongoing consultation regarding spending and operation of projects. New workstream to be approved for re-model of sensory rooms in Thornliebank Resource Centre and the Barrhead Centre
Next Steps	<ul style="list-style-type: none"> Reviews will continue to be undertaken Training continues for Community Pathways Team for SSSC registrations Ongoing liaison with SOL Connect and partner provider regarding monitoring and future use Exploration of alternative solutions for replacing SOL Connect responder service.
RAG Status	GREEN
Timeline	18 August 2022 – 16 December 2024

Project Title	L2 - Case Recording System Replacement
Project Owner	Lesley Bairden
Purpose - what do we want to achieve	<ul style="list-style-type: none"> • The HSCP Case Management solution is the mechanism by which HSCP staff record and capture information relating to those who use our services. • To procure and implement a new comprehensive case management solution for the recording and management of service user information and case recording within all aspects of Social Work managed by the HSCP
Expected Outcomes – Non financial	<ul style="list-style-type: none"> • A system that can be accessed and updated from anywhere on any device • Lean and person-centred recording processes • Data as an asset- using data available to drive future service improvement
Expected Outcomes – financial	<p>Indicative savings are:</p> <ul style="list-style-type: none"> • 2024/25: £75k – will not be achieved until system implemented, alternatives identified • 2025/26: £75k – still expect to make this saving
Current Update	<ul style="list-style-type: none"> • The Access Group (TAG) has been awarded contract, which was signed on 14 March 2024. • Implementation phase of project now fully live. • Service configuration workshops now complete. This has created bespoke forms and workflows for each service (including Finance services), which are now being 'built' by TAG • Agreed joint comms on the implementation of the new system has been approved by IJB and distributed. • Project Team recruitment now fully completed for the project duration. • Concurrent work-streams now live in relation to data migration and training, following approval of schedules by the Project Board. • Workflow build testing now underway which will oversee all data and systems testing within the new solution. • Work on 'bulk deletion' of all records on CareFirst system no longer required in line with ERC data retention policy has been paused to allow for further consideration of requirement to retain historical records. • Liaison work continuing with Business Operations and Partnerships colleagues with regards to the simultaneous migration of related data contained within the Information at Work records management system. As with CareFirst records noted above, no permanent deletion will take place until further consideration of ongoing requirement of historical records. • Project RAG status moved to AMBER to allow re-alignment of project timescales negatively affected by 7/8 week delay caused by IT connectivity issues, now resolved. 'Go-live' date remains on track. • Social Work Practice sub-group, chaired by CSWO will continue to act as project assurance from a practitioner/system user perspective.
Next Steps	<ul style="list-style-type: none"> • Re-align project tasks timelines to mitigate delay referred to above delay. • Continue all implementation work around testing and interface development. • Complete staff training needs analysis and confirm training programme.
RAG	AMBER
Timeline	20 April 2022 – 30 April 2025

Project Title	L3: Information Governance and Data Cleansing
Project Owner	Raymond Prior
Purpose - what do we want to achieve	<ul style="list-style-type: none"> • Implement a robust approach to information governance across the HSCP ensuring statutory duties are met • Embed good information governance practices into business-as-usual activity • Ensure staff have the training and information to manage associated risk accordingly • Fully prepared for a transition to a new case recording system and online collaboration tools such as One Drive
Expected Outcomes – Non financial	<ul style="list-style-type: none"> • HSCP has a defined approach to information governance • HSCP processes are reviewed to ensure information governance requirements are adhered to • Reduced risks of data breaches and potential Information Commissioner fines
Expected Outcomes – financial	<ul style="list-style-type: none"> • There are no expected financial outcomes as a result of this project.
Current Update	<ul style="list-style-type: none"> • Review of physical files at Thornliebank is complete for all Teams except Finance (resource issue) • All files on CDs at Thornliebank are now catalogued • Review of both NHS and Council files at St Andrews Houses now complete • Review of access databases now complete • Progress with electronic files pending Board decision at meeting scheduled as below • Scanning of old Home Care Diaries into Information at Work system is now on hold due to staff shortage • Work in progress with updating Information Asset Register (IAR)
Next Steps	<ul style="list-style-type: none"> • Board Meeting scheduled for Monday 16 September 2024 seeking decision on electronic file deletion and ongoing scope • Complete review of physical finance files stored at EHCC and Thornliebank • Obtain script from database analysts for bulk deletion of identified client records on HSCP shared drive • Carry out bulk deletion of electronic files using script (to include: “scanned files” and clients files on shared drive) pending board decision • Agree action plan on Home Care Diaries • Continue to progress work on Record Management/IAR
RAG	AMBER
Timelines	16 November 2022 – 31 October 2024

Project Title	L4: Review of Commissioned Services
Project Owner	Margaret Phelps
Purpose - what do we want to achieve	<ul style="list-style-type: none"> To review a number of arrangements to ensure we are maximising all framework and contractual opportunities
Expected Outcomes – Non-financial	<ul style="list-style-type: none"> Resilience in local partnership working
Expected Outcomes – financial	<p>An indicative saving of:</p> <ul style="list-style-type: none"> 2022/23 - £75k (achieved) 2023/24 - £225k (£82k achieved) 2024/25 – £500k (£348k achieved to date)
Current Update	<ul style="list-style-type: none"> Reviews of grants are continuing.
Next Steps	<ul style="list-style-type: none"> Refocus of work streams considering Supporting People Framework has closed Continue with work around grant funding
RAG	GREEN
Timelines	November 2022 – November 2026

Project Title	L5: Reliance Lone Worker Device roll-out
Project Owner	Mairi-Clare Armstrong
Purpose - what do we want to achieve	<ul style="list-style-type: none"> Following the agreement on the new lone worker devices for relevant HSCP staff, and successful trial period carried out in spring 2024, this small short-term project will manage the scheduled roll-out of devices, and co-ordinate required training.
Expected Outcomes – Non financial	<ul style="list-style-type: none"> Greater health and safety assurance for staff in the field whose duties include lone working
Expected Outcomes – financial	<ul style="list-style-type: none"> Change in contractual arrangements expected to yield small saving. Details to be confirmed.
Current Updates	<ul style="list-style-type: none"> Date for commencement of roll-out planned for 15 September 2024 Devices ordered Workshop planned for Team leads
Next Steps	<ul style="list-style-type: none"> Take delivery of devices on 11 September 2024 Organise workshops for Team Leads Go live date targeted for 28 October 2024
Timelines	August 2024 – December 2024

PLANNED PROJECTS SUMMARY

Project Title	P1: HSCP Transport and Vehicle Usage Review (Phase 2)
Project Owner	Lesley Bairden
Purpose - what do we want to achieve	<ul style="list-style-type: none"> Work on this project is due to commence once approval is received from DMT on Phase 1 noted above which has reviewed the current vehicle fleet usage and will make recommendations on a new streamlined approach to vehicle usage in HSCP in conjunction with ERC wider review on vehicle fleet requirements
Expected Outcomes – Non financial	<ul style="list-style-type: none"> New plan in place for more efficient and carbon-aware use of HSCP vehicle fleet.
Expected Outcomes – financial	<ul style="list-style-type: none"> Savings target to be outlined in Benefits Tracker on commencement of the project
Next Steps	<ul style="list-style-type: none"> Receive approval from DMT/R&R Board for Phase 1 recommendations.
Timelines	To be agreed

FUTURE PROJECTS SUMMARY

Project Title	F1 – Review of Telephony Systems
Project Owner	Mairi-Clare Armstrong
Purpose - what do we want to achieve	<ul style="list-style-type: none"> Delivery of a unified telephony system that supports and enhances service delivery A telephony system that supports hybrid working and future technological developments Access to telephony and communications data reports
Expected Outcomes – Non financial	<ul style="list-style-type: none"> A modern, flexible telephony and communications system Technology that supports hybrid working and enables further integration across health and social care A solution that enables HSCP to provide a better experience for those who contact the partnership Access to data which enabling HSCP to understand telephony data, demands and trends that can be used to influence future service redesign
Expected Outcomes – financial	<ul style="list-style-type: none"> Potential savings not known at this stage
Next Steps	<ul style="list-style-type: none"> Present Project Mandate R&R Programme Board for consideration.
Timelines	To be agreed