



<b>Meeting of East Renfrewshire Health and Social Care Partnership</b>	Integration Joint Board	
<b>Held on</b>	22 September 2021	
<b>Agenda Item</b>	10	
<b>Title</b>	HSCP Recovery and Renewal Programme	
<b>Summary</b>		
<p>The purpose of this report is to update the Integration Joint Board on the HSCP Recovery and Renewal Programme. The Recovery and Renewal Programme combines the overall aims of both recovery and transformation under one programme. The programme will seek to ensure that the lessons learned during the pandemic are used to inform recovery as well as transform services in the future.</p>		
<b>Presented by</b>	Mairi Clare Armstrong Governance and Systems Manager	
<b>Action Required</b>		
<p>It is recommended that the Integration Joint Board note and comment on the development of the HSCP Recovery and Renewal Programme</p>		
<b>Directions</b>	<b>Implications</b>	
<input checked="" type="checkbox"/> No Directions Required <input type="checkbox"/> Directions to East Renfrewshire Council (ERC) <input type="checkbox"/> Directions to NHS Greater Glasgow and Clyde (NHSGGC) <input type="checkbox"/> Directions to both ERC and NHSGGC	<input type="checkbox"/> Finance <input type="checkbox"/> Policy <input type="checkbox"/> Workforce <input type="checkbox"/> Equalities <input type="checkbox"/> Risk <input type="checkbox"/> Legal <input type="checkbox"/> Infrastructure <input type="checkbox"/> Fairer Scotland Duty	

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**EAST RENFREWSHIRE INTEGRATION JOINT BOARD**

**22 September 2021**

**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 development of the HSCP Recovery and Renewal Programme

**BACKGROUND**

1. Members will recall a presentation the May meeting of the Integration Joint Board on the proposed Recovery and Renewal Programme for the HSCP. The presentation outlined the programme of work to be undertaken that will seek to support the challenges faced in terms of operational recovery from Covid-19 whilst reflecting on and incorporating the lessons learned during this time.
2. Prior to the pandemic the HSCP had refreshed its existing change programme and had set out an ambitious change programme to support the delivery of key projects to transform service delivery and realise identified efficiencies. The programme was unavoidably put on hold to allow the HSCP to respond to the significant challenges presented by the pandemic. A separate recovery programme was subsequently established to oversee the return to service delivery after the first wave of the pandemic. This too had to be paused to allow focus on responding to the second wave of the pandemic. As the HSCP once more looks at entering into recovery mode it is believed the opportunity now exists to revisit the original change programme and expand this into a broader transformation programme which incorporates recovery.
3. The Recovery and Renewal Programme combines the overall aims of both recovery and transformation under one programme. The programme will seek to ensure that the lessons learned during the pandemic are used to inform recovery as well as transform services in the future. The aims and objectives of the programme are:
  - To establish a comprehensive programme of recovery and renewal to support key areas of change and development across the HSCP
  - Support the operational challenges faced by the partnership as a result of the pandemic
  - Focus on wellbeing and support of staff and those who use our services
  - Build on the lessons learned and new ways of working during the response and initial recovery phase
  - Work with those who use our services and our partners to develop and enhance services
  - Delivery of financial efficiencies and savings and potential realignment of resource
  - Informed by and informing the delivery of the current and future HSCP strategic plans

## REPORT

4. The HSCP recovery and renewal programme consists of four overarching themes under which projects are aligned. The four themes of the Recovery and Renewal Programme are:
  - Recovery
  - Wellbeing
  - Individuals Experience
  - Business Systems and Processes
5. Appendix 1 provides detail on the status of each project within the themes. Appendix 2 provides a high level project timeline.

### Programme Update

6. The formal governance to support the delivery of the HSCP Recovery and Renewal programme is in place. The programme board meet monthly to review programme progress, approve new projects and address any risks or issues raised. The board has met three times to date. The programme board is supported by the HSCP Change Programme Manager who ensures consistent governance as agreed by the Integration Joint Board.
7. As previously intimated to the Integration Joint Board resources will be required to support the delivery of the programme. Initial work has been completed to determine the resource requirements for both live and planned projects. The next step will be to finalise the required resources and identify sufficient funding. Such resources will be essential to the delivery of anticipated benefits outlined in the individual project plans.
8. At present there are seven live projects within the programme, a further seven planned and various future projects being considered.
9. Significant work has been undertaken on progressing the HSCP Case Recording System Replacement project. Detailed project planning has been completed including financial forecasts for both the solution itself and project team resources. In order to progress the project the necessary funding will have to be secured and we are currently working on a number of options.
10. The next steps will include the agreement of a communication and engagement plan to ensure all stakeholders are aware of project developments. Working in conjunction with the Accountancy Manager detailed financial modelling of benefits will continue to be refined.
11. Moving forward the HSCP will continue to develop the programme and provider regular updates to the Integration Joint Board.

## CONSULTATION AND PARTNERSHIP WORKING

12. As the programme evolves and projects are formally established, our staff, those who use our services, trade union colleagues and partner providers will be invited onto projects and working groups.

## IMPLICATIONS OF THE PROPOSALS

13. There are no implications arising from this report.

**DIRECTIONS**

14. There are no directions arising from this report.

**CONCLUSIONS**

15. The HSCP has commenced work on the Recovery and Renewal Programme, which combines the overall aims of both recovery and transformation under one programme.

**RECOMMENDATIONS**

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

**REPORT AUTHOR AND PERSON TO CONTACT**

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Chief Officer, IJB: Julie Murray

September 2021

**BACKGROUND PAPERS**

IJB Paper 23 June 2021: Item 10. HSCP Recovery & Renewal Programme Update

[https://www.eastrenfrewshire.gov.uk/media/5721/IJB-Item-10-23-June-2021/pdf/IJB\\_Item\\_10\\_-\\_23\\_June\\_2021.pdf?m=637590085619970000](https://www.eastrenfrewshire.gov.uk/media/5721/IJB-Item-10-23-June-2021/pdf/IJB_Item_10_-_23_June_2021.pdf?m=637590085619970000)

IJB May 2021: Item 6. Recovery and Renewal Programme Presentation, May 2021

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<b>RECOVERY THEME</b>		
<b>Project</b>	<b>Status</b>	<b>Comments</b>
HSCP Business Support – Working Smarter	<b>LIVE</b>	Project has been paused due to temporary unavailability of Project Manager caused by conflicting work priorities
Adult Vaccination Programme	<b>LIVE</b>	<p>Planning forecasts suggest requirement for c.1300 vaccines for the housebound population.</p> <p>Staffing rota currently being put together to cover this - confident of having sufficient staffing resources.</p> <p>HSCP focus will be on housebound and care home vaccinations only as staff vaccination will be carried out at mass vaccination clinics this year.</p> <p>Discussions have commenced with East Renfrewshire Culture &amp; Leisure Trust on moving mass vaccination site from Barrhead Foundry to Barrhead Health &amp; Care Centre late September.</p>
Staffing & Patients Access Arrangements – HSCP Premises	<b>LIVE</b>	Project currently paused as decision that two-metre social distancing to remain in place means that no further action is required at this stage.
Reflections and Learning from working during the pandemic*	<b>PLANNED</b>	Project Mandate approved on 22 July – work ongoing on the Project Brief that is expected to go to Recovery & Renewal Board on 23 September.
Review of Adult Social Care	<b>FUTURE</b>	Project Scope will be reflective of ongoing developments arising from the Feeley Report
<b>INDIVIDUAL'S EXPERIENCE THEME</b>		
<b>Project</b>	<b>Status</b>	<b>Comments</b>
Learning Disability	<b>LIVE</b>	<p>Recovery &amp; Renewal Board agreed to merge Learning Disability Overnight Support and Learning Disability Day Opportunities Project into one overall Learning Disability Development Project.</p> <p>Project Mandate approved on 26 August 2021.</p>
Care at Home Review Phase 2	<b>PLANNED</b>	Project Mandate expected to be approved by Recovery & Renewal Board on 23 September

Individual Budget Calculator Review	<b>PLANNED</b>	Project Mandate will be submitted to Recovery & Renewal Board on 23 September 2021
Learning Disability Change Fund	<b>PLANNED</b>	Head of Service working in conjunction with Greater Glasgow and Clyde Health Board on project scope, objectives and resourcing. Update to follow.
Care Homes/ Alternative Housing Options	<b>FUTURE</b>	Require discussion with Head of Service on Aims, Objectives and Scope of project.
Digital Opportunities	<b>FUTURE</b>	Discussions have commenced around liaison with Modern Ambitious Programme (MAP) Board and Digital Board on how best to frame projects in this area. Also commenced exploratory discussions with Digital Scotland on learning from digital projects elsewhere.
Attend Anywhere	<b>FUTURE</b>	Require discussion with Head of Service on Aims, Objectives and Scope of project.
Review and developing the journey with those who use our services	<b>FUTURE</b>	Require clarity around lead service and discussion with Head of Service on Aims, Objectives and Scope of project.
<b>WELLBEING THEME</b>		
<b>Project</b>	<b>Status</b>	<b>Comments</b>
East Renfrewshire Workforce Wellbeing Action Plan	<b>LIVE</b>	Work on the plan commenced on 1 April. Updates being provided via Wellbeing Group minutes posted on R&R Teams Site
Development of Wellbeing Champions/Wellbeing Lead Role	<b>FUTURE</b>	Project will be split in two, with the Champions role development being separated from putting in place the lead role, for which preparatory work has commenced. Expect first update at next Recovery & Renewal Programme Board on 23 September 2021.
	<b>PLANNED</b>	
Bespoke Wellbeing Support for individual services	<b>LIVE</b>	Work on the plan commenced on 1 April. Updates being provided via Wellbeing Group minutes posted on Teams Site
Compassionate/Trauma Informed Responsive Leadership	<b>PLANNED</b>	Expected start date of 1 September 2021
<b>BUSINESS SYSTEMS AND PROCESSES THEME</b>		
<b>Project</b>	<b>Status</b>	<b>Comments</b>
Care at Home SXL Frameworks Migration	<b>LIVE</b>	Tying up final local contractual arrangements with both on-framework and off-framework providers in conjunction with ERC Procurement and Legal. Still expect to have Closure Report to Recovery & Renewal Board on 23 September

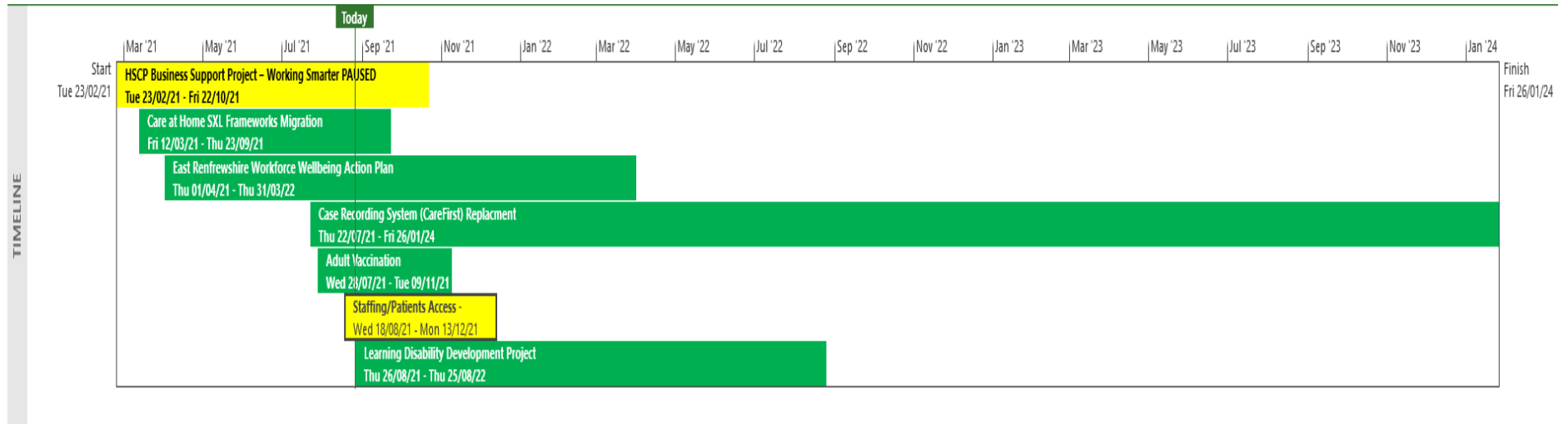


Case Recording System (CareFirst) Replacement	<b>LIVE</b>	Project Brief approved on 26 August 2021. Request for funding being considered.
Care at Home Scheduling System Replacement	<b>PLANNED</b>	Currently negotiating terms of 12-month extension with current supplier, due to timescale pressures within service, which has been agreed as best way forward. Once settled, fresh Project Brief now expected to come to Recovery & Renewal Board on 21 October 2021.
Payment/Pre-paid Cards	<b>PLANNED</b>	Requires fresh Project Mandate.
Review of Telephony System		Met with ICT and potential supplier for possible solution. Arranging discussion with NHS colleagues to ensure cross-compatibility. Proof of Concept demo carried out on 1 September.
Back office process automation (RPA)	<b>FUTURE</b>	Early steps to establish this project in 2020, was put on hold. Need to review original project mandate and refresh.
Information Governance and Data Cleansing	<b>FUTURE</b>	Requires discussion with Head of Service and Information Governance Officer to agree scope of project.
Technologies to support the frontline	<b>FUTURE</b>	Require discussion with Head of Service on Aims, Objectives and Scope of project.

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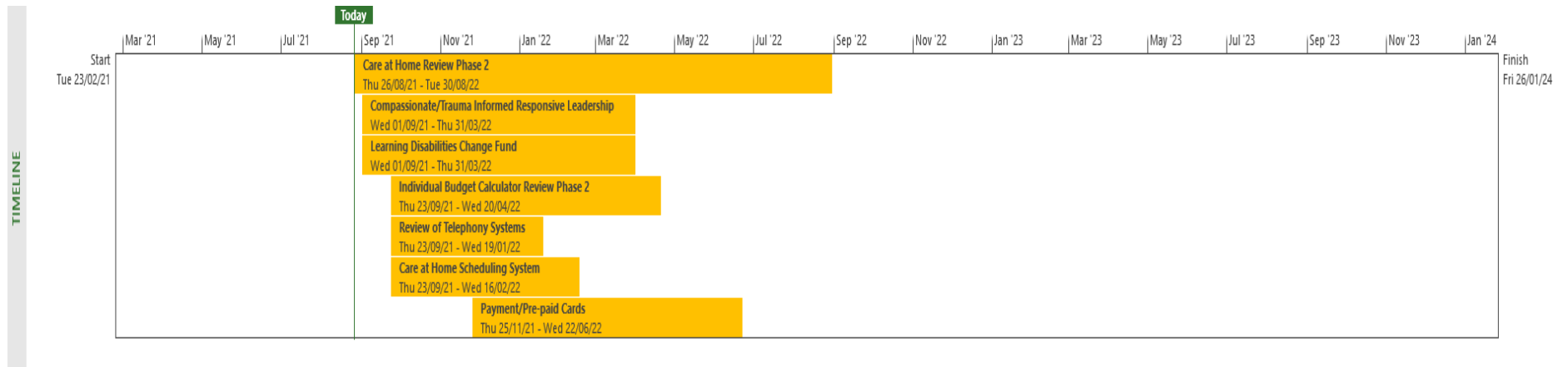
# Project Timelines

## Live



Project paused     Project live

## Planned



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