



Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board
Held on	21 September 2022
Agenda Item	11
Title	HSCP Recovery and Renewal Programme Update
Summary	
<p>The purpose of this report is to update the Integration Joint Board on the HSCP Recovery and Renewal Programme.</p>	
Presented by	Lesley Bairden, Head of Finance & Resources (Chief Financial Officer)
Action Required	
<p>Members of the Integration Joint Board are asked to note and comment on the progress of the HSCP Recovery and Renewal Programme.</p>	
Directions	Implications
<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 checked="" 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

21 September 2022

Report by Chief Officer

HSCP RECOVERY AND RENEWAL PROGRAMME UPDATE

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. 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

The programme is now established and IJB members will continue to receive updates to each meeting. The reports will provide an overview of progress since last reported along with an appendix providing details of live, planned and future projects.

REPORT

4. The report to the August 2022 meeting of the Integration Joint Board provided members with an update on the progress made and confirmed that resource to support the programme was in place. Following discussion at the meeting, the reporting format has been revised to better reflect project details and benefits.
5. The detail in the appendix now includes the following information for live and pipeline projects:
 - Project title
 - Project owner
 - Project start and scheduled end dates
 - Expected outcomes (financial and non- financial)
 - Current project update
 - Next steps
 - Project timeline
 - Project status (red/amber/green)

6. The new reporting format will take time to fully develop for some projects. This report gives an illustration of future detail to be reported to the IJB. Any comments at this early stage are welcome to inform development of reporting as we work through this programme.
7. The last Recovery & Renewal Board took place on 11th August 2022 and the next meeting is scheduled for 30th September 2022. At the time of writing this report only four weeks have passed since the last IJB and therefore this is reflected in the activity updates below:
- Programme team induction complete and team assigned to projects
 - Case Recording Replacement project – soft market testing completed with providers on the framework
 - Staff and Patients Access project – covid restrictions removed across HSCP buildings and capacity in buildings increased
 - Care at Home Scheduling System Replacement project– project continues to progress, on track for December implementation
8. The development of a financial framework is in the early stages. As we work through projects where savings have been identified we will track progress of savings achieved. This will also any inform any revision required to the target set (both increase and decrease) in the current and future years where applicable. Every new project identified with financial benefits will be added to the financial framework.
9. The table below gives a summary of the initial targets set. Any additional targets and revisions will be reported here and reflected in our budget monitoring report.

	Indicative Savings				
	22/23 Target £	23/24 Target £	24/25 Target £	25/26 Target £	Total Saving £
Recovery Renewal Programme					
L1: Staffing & Patients Access Arrangements – HSCP Premises					
L2: Reflections and Learning from working during the pandemic					
L3: Learning Disability Development	200,000	300,000	100,000		600,000
L4-L6 Wellbeing					
L7 - Case Recording System Replacement	0	0	75,000	75,000	150,000
L8 - Care at Home Scheduling System Replacement	25,000	75,000	0	0	100,000
L9 – Learning Management System					
P1- Care at Home Review Phase 2	100,000	200,000	200,000	0	500,000
P2- Compassionate and Trauma Informed Responsive Leadership					
P3 Information Governance and Data Cleansing					
P4 Individual Budget Calculator Review		200,000			200,000
P5 Review of Commissioned Services	75,000	225,000			300,000
Savings - Recovery and Renewal Programme	400,000	1,000,000	375,000	75,000	1,850,000

CONSULTATION AND PARTNERSHIP WORKING

10. As the programme evolves and projects are formally established, appropriate representation from staff, those who use our services, staffside representatives and partner providers will continue to be invited onto projects as appropriate.

IMPLICATIONS OF THE PROPOSALS

Finance

11. Financial implications are still to be fully quantified, however, initial savings targets have been allocated.

Equalities

12. We will undertake an Equalities Impact Assessments where required.

Risk

13. There are no significant risks to the programme at this time.

Legal

14. There are no legal implications arising as a result of this paper.

Policy

15. There are no policy implications arising as result of this paper.

Workforce

16. There are no workforce issues arising as result of this paper.

Infrastructure

17. There are no infrastructure issues arising as a result of this paper.

DIRECTIONS

18. There are no directions arising from this report.

CONCLUSIONS

19. The HSCP continues to progress work on the Recovery and Renewal Programme.

RECOMMENDATIONS

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

REPORT AUTHOR AND PERSON TO CONTACT

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Chief Officer, IJB: Julie Murray

2 September 2022

BACKGROUND PAPERS

IJB Presentation: 12 May 2021 Item 6. Recovery and Transformation Programme

IJB Paper: 23 Jun 2021 – Item 10. Recovery & Renewal Paper, June 2021

https://www.eastrenfrewshire.gov.uk/media/5721/IJB-Item-10-23-June-2021/pdf/IJB_Item_10_-_23_June_2021.pdf?m=637590085619970000

IJB Paper: 22 Sep 2021 - Item 10. Recovery and Renewal Programme

https://www.eastrenfrewshire.gov.uk/media/5991/IJB-Item-10-22-September-2021/pdf/IJB_Item_10_-_22_September_2021.pdf?m=637668671028500000

IJB Paper: 24 Nov 2021 – Item 10. Recovery and Renewal Programme

https://www.eastrenfrewshire.gov.uk/media/7146/IJB-Item-10-24-November-2021/pdf/IJB_Item_10_-_24_November_2021.pdf?m=637727671012970000

IJB Paper: 22 Jun 2022– Item 10. Recovery and Renewal Programme

https://www.eastrenfrewshire.gov.uk/media/7756/IJB-Item-10-22-June-2022/pdf/IJB_Item_10_-_22_June_2022.pdf?m=637904674834270000

Appendix 1 - Project Timelines and Summaries

LIVE PROJECTS AS AT 02 SEPTEMBER 2022

LIVE Projects				
Project	Project Owner	Project Start Date	Project End Date	RAG Status
L1: Staffing & Patients Access Arrangements – HSCP Premises	Mairi-Clare Armstrong	March 2022	October 2022	Green
L2: Reflections and Learning from working during the pandemic	Lesley Bairden/Lee McLaughlin/Tom Kelly and Raymond Prior	August 2021	November 2022	Green
L3: Learning Disability Development	Tom Kelly	August 2022	March 2024	Green
L4: East Renfrewshire Workforce Wellbeing Action Plan	Lisa Gregson	January 2022	September 2022	Green
L5: Development of Wellbeing Champions/Wellbeing Lead Role	Lee McLaughlin	September 2021	December 2021	Green
L6: Bespoke Wellbeing Support for individual services	Lee McLaughlin	February 2022	September 2022	Green
L7: Case Recording System (CareFirst) Replacement	Lesley Bairden	April 2022	October 2024	Green
L8: Care at Home Scheduling System Replacement	Gayle Smart	May 2022	January 2023	Green
L9: Learning Management System	Joan Reade	November 2021	March 2023	Paused

PLANNED PROJECTS AS AT 02 SEPTEMBER 2022

PLANNED Projects				
PROJECT	PROJECT OWNER	Project Start Date	Project End Date	RAG Status
P1. Care at Home Review Phase 2	Lee McLaughlin	October 2022	June 2023	N/A
P2. Compassionate/Trauma Informed Responsive Leadership	Craig Menzies	August 2021	March 2023	N/A
P3. Information Governance and Data Cleansing	Julie Murray	October 2022	December 2023	N/A
P4. Individual Budget Calculator Review	Lee McLaughlin/Lesley Bairden	January 2023	August 2023	N/A
P5. Review of Commissioned Services	Margaret Phelps	November 2022	July 2023	N/A

FUTURE PROJECTS AS AT 02 SEPTEMBER 2022

FUTURE PROJECTS				
PROJECT	PROJECT OWNER	Project Start Date	Project End Date	RAG Status
F1. Review of Telephony Systems	Lesley Bairden	November 2022	November 2023	N/A
F2. Pre Payment Cards	Lesley Bairden	February 2023	December 2023	N/A

LIVE PROJECTS

Project Title	L1. Staffing & Patients Access Arrangements – HSCP Premises
Project Owner	Mairi-Clare Armstrong
Purpose - what do we want to achieve	<ul style="list-style-type: none"> • To manage the safe return of office-based/hybrid working for staff who have been working from home • Remove COVID restrictions that have been in place and increase capacity across buildings • To ensure safe return of pre-pandemic patient clinics in HSCP buildings • To work with services to identify current and future accommodation needs and pressures
Expected Outcomes – Non financial	<ul style="list-style-type: none"> • A safe and managed return to pre-pandemic arrangements where accommodation capacity allows. • An overview of current and future accommodation needs and pressures • A buildings estate that can embrace hybrid working requirements
Expected Outcomes – financial	There are no expected financial outcomes as a result of this project.
Current Update	<ul style="list-style-type: none"> • Buildings re-instated to pre covid conditions • Removal of covid restrictions and buildings returned to full capacity • On staff floors in health and care centre a zoned approach has been adopted to manage capacity and support hybrid working
Next Steps	<ul style="list-style-type: none"> • Collation of current and future accommodation needs and pressures • Review capacity of buildings as a result of hybrid working • Prepare project closure documentation
RAG	
Timeline	March 2022 to October 2022

Project Title	L2 - Reflections and Learning from working during the pandemic
Project Owner	Lesley Bairden/Lee McLaughlin/Tom Kelly/Raymond Prior
Purpose - what do we want to achieve	<ul style="list-style-type: none"> To capture lessons learned over the pandemic period from the required changes to working practices across the HSCP due to the necessity to facilitate home-working, social distancing impact in relation to contact with patients and those who use our services; and the impact of communicating to a remote workforce during a time of significant change. To disseminate which of these changes created a positive impact, and how these may be incorporated into general working practices post-pandemic.
Expected Outcomes – Non financial	<ul style="list-style-type: none"> The creation of a clear and detailed illustration of lessons learned for consideration as to how the experiences of the last two and a half years can provide the foundation for accelerating the pace of change in the Recovery and Renewal Programme across all projects. The establishment of a clear framework by which all existing and emerging projects can refer to when scoping potential improvements and efficiencies related to the project, and ensure that these proven advances are embedded into project thinking where appropriate. Assist in future achievement of efficiencies in projects within the Recovery and Renewal Programme Engaging and collaborating with the workforce to design services for the future
Expected Outcomes – financial	There are no expected financial outcomes as a result of this project.
Current Update	<ul style="list-style-type: none"> This is an iterative process, short term focus has been on managing the transition to hybrid working for all staff. This is enabling us to understand the process and service delivery changes we have made over the course of the pandemic.
Next Steps	<ul style="list-style-type: none"> To understand changes that can be capitalised on to maximise opportunities from hybrid working and support other projects within recovery and renewal programme
RAG Status	
Timeline	August 2021 to November 2022

Project Title	L3 – 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 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 • 2023/24: £300k • 2024/25: £100k
Current Update	<ul style="list-style-type: none"> • Project manager in place to oversee the project • Initial planning meetings have taken place with key staff within the service
Next Steps	<ul style="list-style-type: none"> • Project plan will be developed with key milestones and deliverables.
RAG Status	
Timeline	August 2022 to March 2024

Project Title	L4 – East Renfrewshire Workforce Wellbeing Action Plan L5 – Development of Wellbeing Champions/Wellbeing Lead Role L6 – Bespoke Wellbeing Support for Individual Services
Project Owner	L4 – Lisa Gregson L5 – Lee McLaughlin L6 – Lee McLaughlin
Purpose - what do we want to achieve	<ul style="list-style-type: none"> • Finalise a Workforce Wellbeing Action Plan. • To develop and establish a wellbeing Champions/Wellbeing Lead Role • Develop a robust and comprehensive wellbeing support service for staff.
Expected Outcomes – Non financial	<ul style="list-style-type: none"> • Staff health and wellbeing is a strategic priority • Staff have opportunity to shape wellbeing action plan • Staff have opportunity to engage in wellbeing activities and offerings • Staff feel supported by the organisation <p>A number of the expected outcomes have been successfully achieved.</p>
Expected Outcomes – financial	There are no expected financial outcomes as a result of this project.
Current Update	<ul style="list-style-type: none"> • Staff wellbeing survey findings have been analysed • One to one 'wellbeing conversations' available to all staff • Summer of Wellness programme successfully delivered • Wellbeing webpage developed for all health and wellbeing related information and offers. • Updated Workforce Wellbeing Action Plan in place
Next Steps	<ul style="list-style-type: none"> • Discussion at September Recovery & Renewal Programme Board on project closure as original objectives have been achieved.
RAG	
Timeline	L4 – January 2022 to September 2022 L5 – September 2021 to December 2021 - Complete L6 – February 2022 to September 2022

Project Title	L7 - 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 • 2025/26: £75k
Current Update	<ul style="list-style-type: none"> • Project now established and full project team in place as of 1 August 2022 • Business Analyst resource in post, critical role to support capturing of business requirements. • Soft market testing has been completed - the 5 suppliers on the Scottish Excel Framework produced product demos to representatives from services across the partnership on 24 and 25 August. The demos were informative and a provided an excellent starting point in terms of providing a good overview of the market place.
Next Steps	<ul style="list-style-type: none"> • Project Team to commence the requirements gathering exercise across services • Establishment of project workstreams as agreed by the Programme Board • Capturing of “as is” business requirements by Business Analyst and project team
RAG	
Timeline	April 2022 to October 2024

Project Title	L8 - Care at Home Scheduling System Replacement
Project Owner	Gayle Smart
Purpose - what do we want to achieve	<ul style="list-style-type: none"> To deliver a new, digital and modernised Care at Home Scheduling system to replace the existing CM2000 system
Expected Outcomes – Non financial	<ul style="list-style-type: none"> The implementation of a new scheduling system, fully compatible with recently introduced hand held devices to Care at Home staff in the field. The new system will allow increased functionality and improved scheduling and reporting Lean and efficient processes to schedule and realign care at home visits
Expected Outcomes – financial	<p>Indicative savings are:</p> <ul style="list-style-type: none"> 2022/23: £25k 2023/24: £75k
Current Update	<ul style="list-style-type: none"> The Project is now moving forward at pace. The new preferred supplier in place (TotalMobile) Implementation plan complete On track for a 'go-live' date on 23 December 2022.
Next Steps	<ul style="list-style-type: none"> Data cleansing underway User training planned and scheduled
RAG Status	
Timeline	May 2022 to January 2023

Project Title	L9 – Learning Management System
Project Owner	Raymond Prior
Purpose - what do we want to achieve	<ul style="list-style-type: none"> • This project will introduce a Learning Management System (LMS) for East Renfrewshire HSCP. • The current approach to advertising, scheduling and recording training is currently manual, particularly for those staff from partners and 3rd sector organisations. • A solution that also assists in identifying training and learning gaps, utilising analytical data and reporting. At present, each of these tasks is undertaken manually, increasing the time required to complete tasks and using a range of systems which fragments data, increases the work required and the increase the risk of error or missed opportunities
Expected Outcomes – Non financial	<ul style="list-style-type: none"> • A system that will enable all aspects of training management to be undertaken in one place. • Reduction in administration time for arranging and recording training attendance • Reporting functionality that will identify training gaps and allow these to be addressed timeously
Expected Outcomes – financial	There are no expected financial outcomes as a result of this project.
Current Update	<ul style="list-style-type: none"> • Project is currently paused as the Learning and Development team review potential functionality within existing systems
Next Steps	<ul style="list-style-type: none"> • The project team is now liaising with ERC ICT over possible alternative options available within existing functionality of the current <i>'iTrent'</i> system to create a more efficient way to deliver the project aims without occurring additional resource and expense.
RAG Status	
Timeline	November 2021 to January 2023 – Currently Paused

PLANNED PROJECTS

Project Title	P1- Care at Home Review Phase 2
Project Owner	Lee McLaughlin
Purpose - what do we want to achieve	<ul style="list-style-type: none"> • Structure redesign • Defined offering to the external market place • An operating model that is effective and efficient • Care at Home and Telecare services aligned and cross service opportunities maximised
Expected Outcomes – Non financial	<ul style="list-style-type: none"> • A sustainable, resource and cost efficient operating model
Expected Outcomes – financial	<p>Indicative savings are:</p> <ul style="list-style-type: none"> • 2022/23 - £100k • 2023/24 - £200k • 2024/25 - £200k
Next Steps	Project brief to be developed and brought to future Programme Board.
Timeline	October 2022 to May 2023

Project Title	P2 - Compassionate and Trauma Informed Responsive Leadership
Project Owner	Craig Menzies
Purpose - what do we want to achieve	<ul style="list-style-type: none"> • Establish a trauma steering group across the organisation • Baseline measure of how trauma informed we are as an organisation • Identify future training requirements for staff and managers
Expected Outcomes – Non financial	<ul style="list-style-type: none"> • A trauma informed workforce • Training programme available to staff
Expected Outcomes – financial	There are no expected financial outcomes as a result of this project.
Next Steps	<ul style="list-style-type: none"> • Trauma steering group continues to meet • Action/implementation plan developed
Timeline	August 2021 to March 2023

Project Title	P3 - Information Governance and Data Cleansing
Project Owner	Julie Murray
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 • HSCP meets statutory requirements in relation to information governance • 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	There are no expected financial outcomes as a result of this project.
Next Steps	The project brief is being prepared and will be taken to Programme Board in September for initial discussions.
Timeline	October 2022 to December 2023

Project Title	P4 - Individual Budget Calculator Review
Project Owner	Lee McLaughlin/Lesley Bairden
Purpose - what do we want to achieve	<ul style="list-style-type: none"> • Review the existing approach to the individual budget calculator after a period of operation both pre-Covid and during the pandemic response • Reflect user experience and revised legislation expected Autumn 2022 • Align with any new ways of working • Parameters will be linked to IJB decision on contribution element • Develop REG approach and appropriate challenge and link to any criteria revision • Inform finance module requirements of new case recording system
Expected Outcomes – Non financial	<ul style="list-style-type: none"> • Equitable calculator that maximises individuals own assets and supports • Maximise independence and flexibility within legislation • Continue to build on relationships with SDS and Carers Forums Promote ownership of own budget
Expected Outcomes – financial	An indicative saving of: <ul style="list-style-type: none"> • 2023/24: £200k
Next Steps	The project is scheduled to start in January 2023. Documentation will be prepared and taken to Programme Board by December 2022.
Timeline	January 2023 to August 2023

Project Title	P5 - 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: 2022/23 - £75 2023/24 - £225k</p> <p>This may also support a number of other projects and we need to ensure there is no double counting.</p>
Next Steps	Project brief to be created and taken to October Programme Board. Project due to start in November 2022.
Timeline	November 2022 to July 2023

Future Projects

Project Title	F1 – Review of Telephony Systems
Project Owner	Lesley Bairden
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 enabling HSCP to understand telephony demands and trends that can be used to influence future service redesign
Expected Outcomes – financial	Potential financial savings are unknown at this stage
Next Steps	Development of project brief documentation
Timeline	November 2022 to November 2023

Project Title	F2- Pre-Paid Cards
Project Owner	Lesley Bairden
Purpose - what do we want to achieve	<ul style="list-style-type: none"> • Explore the technology and governance required to introduce new functionality and processes for payment disbursement. • The improved mechanism would be utilised for various purposes such as crisis grants, imprest accounts and petty cash. • Reduce cash handling by staff where appropriate to do so.
Expected Outcomes – Non financial	<ul style="list-style-type: none"> • More efficient process for issuing money for example to Foster Carers to buy necessary items for an emergency placement • Potential reduction in business support time managing and overseeing petty cash and imprest accounts • A more resilient process for issuing money in an emergency situation
Expected Outcomes – financial	Potential financial savings are unknown at this stage
Next Steps	Work to begin preparing the project brief, project scheduled to begin in February 2023.
Timeline	February 2023 to December 2023