EAST RENFREWSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP

East Renfrewshire COUNCIL

NHS Greater Glasgow and Clyde

Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board
Held on	29 March 2023
Agenda Item	13
Title	HSCP Savings, Recovery and Renewal Programme

Summary

The purpose of this report is to update the Integration Joint Board on the HSCP Savings, 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 Savings, Recovery and Renewal Programme
- note that future reports to the IJB will include a consolidated update on projects and savings across the HSCP as discussed at the recent IJB Seminar.

Directions	**Implications**	
☒ No Directions Required	☒ Finance	☐ Risk
☐ Directions to East Renfrewshire Council (ERC)	☐ Policy	☐ Legal
☐ Directions to NHS Greater Glasgow and Clyde (NHSGGC)	☐ Workforce	☐ Infrastructure
☐ Directions to both ERC and NHSGGC	☐ Equalities	☐ Fairer Scotland Duty

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EAST RENFREWSHIRE INTEGRATION JOINT BOARD

29 March 2023

Report by Chief Officer

HSCP SAVINGS, RECOVERY AND RENEWAL PROGRAMME

PURPOSE OF REPORT

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

RECOMMENDATION

2.   It is recommended that the Integration Joint Board:
- note and comment on the progress of the HSCP Savings, Recovery and Renewal Programme
- note that future reports to the IJB will include a consolidated update on projects and savings across the HSCP as discussed at the recent IJB Seminar.

BACKGROUND

3.   The HSCP Recovery and Renewal programme consisted of four overarching themes under which projects were aligned. The four themes of the Recovery and Renewal Programme were:
- Recovery
- Wellbeing
- Individuals Experience
- Business Systems and Processes

4.   This will be superseded by the changes detailed in the report below.

5.   The report provides an overview of progress since last reported along with an appendix with 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)

REPORT

6.   At the recent IJB budget seminar we recognised that the level of change driven by the need for savings is far wider than the existing recovery and renewal programme. In order to capture all change activity in a transparent and meaningful way and mitigate any duplication it was agreed that the programme be renamed to Savings, Recovery and Renewal. The revised programme will present information to the IJB across three levels:
- Strategic: projects that cover HSCP wide activity
- Service: projects specific to one area/service
- Operational Deliveries: activities at a service level not related to significant change

7.   This will increase the scope of the programme significantly and all financial implications relating to savings and change will be included in future reports.

8.   The intention is to maintain the individual template appendices in line with previous reports and continue to provide full detail for all significant pieces of work. However, a de-minimus of £50k will be applied to limit the volume of information reported as any saving up to this value should be straight forward.

9.   Since the last report to the IJB in November the programme has continued to progress. There are no significant updates or key project milestones.

Case Recording Replacement System project
- Progressing through procurement process to finalise contract extension for current system provider
- Second round of vendor demos has now concluded
- Practice sub group has been established with representatives across HSCP
- Work ongoing in relation to data management and process mapping

Care at Home Scheduling
- System went live in Care at Home in December 2022
- Contract with previous provider formally ended and transition out of the system complete
- Project end date has been revised to support system refinement and complete training for staff who were absent during implementation.

Learning Disability Development Project
- Project established and progressing
- Project governance in place including monitoring overlap/dependencies with new commissioning projects.
- Successful pilot – Community Pathways Transitions Team has taken place

10. Since the last update to IJB the following projects have been presented to the programme board:

Project	Project Stage	Request to Board	Project Detail
Review of Commissioned Services	Live Project	Approved by the Recovery and Renewal Board on 16th November 2022	Review existing commissioning arrangements to ensure all framework and contractual opportunities are maximised.
Information Governance	Live Project	Approved by Recovery and Renewal Board on 16th November 2022	Project aims to review and refine the current approach to HSCP information governance.
Care at Home Review Phase 2	Live Project	Approved by the Recovery and Renewal Board on 16th November 2022	The review of the service will look to define the offering to the external market place along with designing an operating model that is effective and efficient.
Individual Budget Calculator/REG Review	Project Brief	Presented to Recovery and Renewal Board on 8th March	Review of existing approach to the individual budget calculator.
Pre-Paid Cards	Project Brief	Presented to Recovery and Renewal Board on 8th March	Project will explore the technology and governance required to introduce new functionality and processes for payment.
Staff and Patient Access	Closure Report	Recovery and Renewal Programme Board agreed to formally close the project	Project ran throughout the pandemic to ensure covid-19 restrictions throughout HSCP buildings were maintained. Following the removal of social distancing measures and a managed return of staff/services to buildings, it is proposed to close this project.

11. In addition two projects previously identified are no longer included:
   - Learning Management System – will not proceed as there is no capacity or funding to develop pursue any new system developments. Current systems and processes remain in place.
   - Inclusive Support – the aims previously set out will be undertaken through a combination of business as usual and wider review within Children's Services.

12. The previously reported financial framework will be replaced by the full savings list and progress against this will be reported going forward. To avoid duplication in this report the savings can be found as part of the proposed budget for 2023/24 included on the agenda for the March IJB.

CONSULTATION AND PARTNERSHIP WORKING

13. As the programme evolves and projects are formally established, 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
14. The total 2023/24 savings targets and associated progress will be reported to future meetings as part of this programme.

Equalities
15. We will undertake Equality, Fairness and Rights Impact Assessments where required.

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

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

18. There are no legal, policy or infrastructure implications arising as a result of this paper.

DIRECTIONS

19. There are no directions arising from this report.

CONCLUSIONS

20. The HSCP Savings, Recovery and Renewal Programme has continued to progress. The scope of the project has been widened to ensure all change activity and associated savings are captured and reported in a transparent and meaningful way, showing the totality of change. This mitigates any duplication, ensures ownership and allows a clearer view of inter-dependencies and avoidance of unintended consequences.

RECOMMENDATIONS

21. It is recommended that the Integration Joint Board:
     - note and comment on the progress of the HSCP Savings, Recovery and Renewal Programme
     - note that future reports to the IJB will include a consolidated update on projects and savings across the HSCP as discussed at the recent IJB Seminar.

REPORT AUTHOR AND PERSON TO CONTACT

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10 March 2023

BACKGROUND PAPERS

IJB Paper: 22 November 2022– Item 09. Recovery and Renewal Programme
https://www.eastrenfrewshire.gov.uk/media/8435/IJB-Item-09-23-November-2022/pdf/IJB_Item_09_-_23_November_2022.pdf?m=638036934520900000

IJB Paper: 21 September 2022 – Item 11. Recovery and Renewal Programme
https://eastrenfrewshire.gov.uk/media/8153/IJB-Item-11-21-September-2022/pdf/IJB_Item_11_-_21_September_2022.pdf?m=637983202030030000

IJB Paper: 10 August 2022 – Item 9. HSCP Recovery and Renewal Programme
https://www.eastrenfrewshire.gov.uk/media/7987/IJB-Item-09-10-August-2022/pdf/IJB_Item_09_-_10_August_2022.pdf?m=637949536470000000

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

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

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Appendix 1 - Project Timelines and Summaries

LIVE PROJECTS AS AT 08 MARCH 2023

STRATEGIC PROJECTS					
Project	**Project Owner**	**Project Start Date**	**Project End Date**	**Status**	**RAG Status**
Care at Home Scheduling System Replacement	Gayle Smart	May 2022	April 2023	**LIVE**	**Amber**
Case Recording System (CareFirst) Replacement	Lesley Bairden	April 2022	October 2024	**LIVE**	**Green**
East Renfrewshire Workforce Wellbeing Action Plan	Craig Menzies	January 2022	April 2024	**LIVE**	**Green**
Development of Wellbeing Champions/Wellbeing Lead Role	Lee McLaughlin	September 2021	April 2024	**LIVE**	**Green**
Bespoke Wellbeing Support for individual services	Lee McLaughlin	February 2022	April 2024	**LIVE**	**Green**
Compassionate and Trauma Informed Responsive Leadership	Lee McLaughlin	August 2021	March 2023	**LIVE**	**Green**
Information Governance and Data Cleansing	Raymond Prior	October 2022	December 2023	**LIVE**	**Green**
Review of Commissioned Services	Margaret Phelps	November 2022	July 2023	**LIVE**	**Green**
Individual Budget Calculator / REG Review	Lee McLaughlin/Lesley Bairden	March 2023	October 2023	**LIVE**	**Green**
Review of Telephony Systems	Lesley Bairden	April 2023	November 2023	**Not Started**	

SERVICE PROJECTS					
PROJECT	**PROJECT OWNER**	**Project Start Date**	**Project End Date**	**Status**	**RAG Status**
Reflections and Learning from working during the pandemic	Lesley Bairden/Lee McLaughlin/Tom Kelly and Raymond Prior	August 2021	November 2023	**Live**	**Green**
Learning Disability Development	Tom Kelly	August 2022	March 2024	**Live**	**Green**
Care at Home Review Phase 2	Lee McLaughlin	November 2022	July 2023	**Not Started**	
Pre-payment Cards	Lesley Bairden	April 2023	January 2024	**Not Started**	

CLOSED PROJECTS AS AT 08 MARCH 2023

CLOSED PROJECTS				
Project	Project Owner	Project Start Date	Project End Date	RAG Status
C1: Staffing & Patients Access Arrangements – HSCP Premises	Mairi-Clare Armstrong	March 2022	October 2022	**Closed**
C2:Learning Management System	Joan Reade	November 2021	March 2023	**Closed**
C3. Inclusive Support	Raymond Prior	January 2023	November 2023	**Closed**

STRATEGIC PROJECTS

Project Title	Care at Home Scheduling System Replacement
Project Owner	Gayle Smart
Purpose - what do we want to achieve	• To deliver a new, digital and modernised Care at Home Scheduling system to replace the existing CM2000 system
Expected Outcomes – Non financial	• 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	Indicative savings are: • 2022/23: £25k • 2023/24: £75k
Current Update	• Staff training for both frontline and office based staff taking place both face to face and via Teams • World 2 (patch 2) has now went live. • Final 'World' went live on 14/12/22. • Project end date being pushed out to end of April in order to complete Phase 2 work around refinement of settings, additional functionality switch on and staff familiarisation. This has been caused by extreme competing priorities within the service. This may have a budgetary implication if further input is required from TotalMobile. • CM2000 contract now ended with required 'soft' client data extracted to shared drive.
Next Steps	• Continued roll out of staff training (TotalMobile app and solution plus Information Security and Data Protection refresher).
RAG Status	
Timeline	11th May 2022 – April 2023

Project Title	**Case Recording System Replacement**
Project Owner	Lesley Bairden
Purpose - what do we want to achieve	• 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	• 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	Indicative savings are: • 2024/25: £75k • 2025/26: £75k
Current Update	• Second round of vendor demos has now concluded. • Service SME concluded discussions with individual services on system requirements. • Data Management and Process Mapping workstreams on target. • Agreement reached with Procurement/Legal on granting further two years with existing Supplier (OLM) to cover interim period - this will now cover March 2023 to March 2025, ensuring sufficient contingency in new system implementation.
Next Steps	• Populate and finalise appropriate tender documents • Explore data management options for non-live data storage. • Submit Change Report to Project Board on this if required. • Capturing of "as is" business requirements by Business Analyst and project team.
RAG	
Timeline	20th April 2022 – 24th October 2024

Project Title	**L3 – East Renfrewshire Workforce Wellbeing Action Plan** **L4 – Development of Wellbeing Champions/Wellbeing Lead Role** **L5 – Bespoke Wellbeing Support for Individual Services**
Project Owner	L3 – Craig Menzies L4 – Lee McLaughlin L5 – Lee McLaughlin
Purpose - what do we want to achieve	• 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	• 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 • A number of the expected outcomes have been successfully achieved.
Expected Outcomes – financial	• There are no expected financial outcomes as a result of this project.
Current Update	• A wellbeing evaluation staff survey was conducted 6 months into the project start date, with 61 staff responding. Staff reported their personal experience of the wellbeing offer as a mean of 4.74 out of 5 (1 being poor and 5 being very good), with 85% of responders saying the wellbeing offer has positively affected their wellbeing. • There has been no evaluation of impact on absence rates as yet; due to the wellbeing offer being relatively new, and impact may not yet be evident in this respect. • Qualitative evidence of wellbeing impact - such as case study or written staff feedback - is also available on request. • £60k was made available during this period, taken from 2021/22 budget allocation from Scot Gov. To date (Feb 2023) around 75% of this budget has been allocated to wellbeing focussed resources/activities. The remaining funds will continue to be used to support wellbeing activities before end March 2023, and to sustain the wellbeing offer beyond.
Next Steps	• An additional £10K was obtained through the Workforce Wellbeing Fund to develop a bespoke wellbeing initiative, supporting Homecare staff. Project will run until end March 2023 (funds to be fully allocated by then).
RAG	
Timeline	L3 – January 2022 to April 2024 L4 – September 2021 to December 2021 - Complete L5 – February 2022 to April 2024

Project Title	**Compassionate and Trauma Informed Responsive Leadership**
Project Owner	Lee McLaughlin
Purpose - what do we want to achieve	- 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	- A trauma informed workforce - Training programme available to staff
Expected Outcomes – financial	There are no expected financial outcomes as a result of this project.
Current Update	- Level 3 enhanced training delivered to 2 cohorts. - Delivery group of trainers established - Launch event being planned. - Presentation at the OD board was very well received and feedback was highly relevant for council groups.
Next Steps	- Trauma steering group continues to meet - Action/implementation plan developed - Continue rollout of training. Planning for Level 2 rollout once new coordinator is in post - Agreed E-learning modules will be rolled out.
RAG	
Timeline	August 2021 to March 2023

Project Title	**Information Governance and Data Cleansing**
Project Owner	Raymond Prior
Purpose - what do we want to achieve	- 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 - Enabling the HSCP to meet - Fully prepared for a transition to a new case recording system and online collaboration tools such as One Drive.
Expected Outcomes – Non financial	- 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.
Current Update	- Project Brief was approved at the Recovery and Renewal Board 16th November 2022. - PID and Project plan agreed at the first Project Board on 27th February 2023.
Next Steps	- Initial meeting with relevant Teams on 7th March, 2023 - Workshop and Design of Action Plan - Review/Update information asset register beginning with Physical files
RAG	
Timelines	16th November 2022 – 15th December 2023

Project Title	**Review of Commissioned Services**
Project Owner	Margaret Phelps
Purpose - what do we want to achieve	To review a number of arrangements to ensure we are maximising all framework and contractual opportunities
Expected Outcomes – Non financial	Resilience in local partnership working
Expected Outcomes – financial	An indicative saving of: 2022/23 - £75 2023/24 - £225k This may also support a number of other projects and we need to ensure there is no double counting.
Current Update	- Project brief approved by the Recovery and Renewal board 16th November 2022. - Project team now in place and project now moving forward.
Next Steps	- Workstreams to be established - Link with Individual Budget and REG project
RAG	
Timelines	November 2022 – July 2023

Project Title	**Individual Budget Calculator / REG Review**
Project Owner	Lee McLaughlin/Lesley Bairden
Purpose - what do we want to achieve	• 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	• 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: • 2023/24: £200k
Current Update	• Project brief approved by Recovery and Renewal Board 8th March 2023.
Next Steps	• Project board meeting will be scheduled for beginning of April 2023.
RAG	
Timelines	January 2023 – August 2023

Project Title	Pre-Paid Cards
Project Owner	Lesley Bairden
Purpose - what do we want to achieve	• 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	• 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	• Project mandate approved at Recovery and Renewal Board 8th March 2023. • Work to begin preparing the project brief, project scheduled to begin in April 2023.
Timelines	April 2023 – December 2023

Project Title	Review of Telephony Systems
Project Owner	Lesley Bairden
Purpose - what do we want to achieve	• 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	• A modern, flexible telephony and communications system • Technology that support 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	• Potential savings not known at this stage
Next Steps	• Development of project brief documentation
Timelines	April 2023 – November 2023

Project Title	**Learning Disability Development**
Project Owner	Tom Kelly
Purpose - what do we want to achieve	- 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	- 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	Indicative savings are: • 2022/23: £200k (£4,407 met) • 2023/24: £300k (£124,547 met) • 2024/25: £100k (£4,831 met)
Current Update	- Project board established and board meetings are being held monthly. - Project has strong crossover aims with Commissioning Services Project – Ongoing monitoring to ensure there is no duplicate recording of savings. - Community Pathways Transitions Team pilot in high schools has been a success and further development is being undertaken.
Next Steps	Next project board scheduled for 19th April.
RAG Status	
Timeline	18th August 2022 – 16th February 2024

Project Title	**Care at Home Review Phase 2**
Project Owner	Lee McLaughlin
Purpose - what do we want to achieve	• 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	• A sustainable, resource and cost efficient operating model
Expected Outcomes – financial	Indicative savings are: • 2022/23 - £100k • 2023/24 - £200k • 2024/25 - £200k
Current Update	• Project brief approved at the Recovery and Renewal Board on 16th November 2022. • Project has not yet commenced due to competing services pressures.
Next Steps	• Project brief approved at the Recovery and Renewal Board on 16th November 2022. • Project has not yet commenced due to competing services pressures.
RAG	
Timeline	November 2022 to May 2023

Project Title	**L1 - Reflections and Learning from working during the pandemic**
Project Owner	Mairi-Clare Armstrong
Purpose - what do we want to achieve	• 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	• 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	• Workshop to capture lessons learned scheduled for November 2022.
Next Steps	• Following above workshop, submit lessons learned and closure report to first Recovery and Renewal Board in 2023.
RAG Status	
Timeline	August 2021 to November 2022