



<b>Meeting of East Renfrewshire Health and Social Care Partnership</b>	Integration Joint Board	
<b>Held on</b>	23 June 2021	
<b>Agenda Item</b>	10	
<b>Title</b>	HSCP Recovery and Renewal Programme Update	
<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>	Lesley Bairden, Head of Finance & Resources (Chief Financial Officer)	
<b>Action Required</b>		
<p>It is recommended that the Integration Joint Board:</p> <ul style="list-style-type: none"> <li>• Note and comment on the development of the HSCP Recovery and Renewal Programme</li> <li>• Agree to receive regular update reports at future meetings</li> </ul>		
<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	

BLANK PAGE

**EAST RENFREWSHIRE INTEGRATION JOINT BOARD**

**23 June 2021**

**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.

**RECOMMENDATIONS**

2. It is recommended that the Integration Joint Board:
  - a) Note and comment on the development of the HSCP Recovery and Renewal Programme; and
  - b) Agree to receive regular update reports at future meetings

**BACKGROUND**

3. At the May meeting of the Integration Joint Board members will recall a presentation 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.
4. 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 more normalised service delivery. 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.

**REPORT**

5. 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
  - Informed by and informing the delivery of the current and future HSCP strategic plans
6. The programme consists of four overarching themes under which projects are aligned. The four themes of the Recovery and Renewal Programme are:
- Recovery
  - Wellbeing
  - Individual's Experience
  - Business Systems and Processes
7. Projects within the recovery theme focus on the transition from response towards the new normal. The projects under this theme cover the new areas of work as a result of the pandemic including adult vaccination programme and a premises project looking at safely managing the remobilisation of building based services whilst adhering to social distancing.
8. The importance of the wellbeing of staff and our partners across East Renfrewshire is a strategic priority for the Partnership. Projects include a workforce wellbeing action plan and development of wellbeing champions.
9. Over the last year the traditional model of service delivery has changed as we responded to the pandemic. Projects under the individual's experience theme will see us engage with those who use our services to reflect on the changes, consider the role of technology and identify how we can further improve/redesign services. Projects include the second phase of care at home redesign and the learning disability overnight support project.
10. The theme of business systems and processes is predominately focused on information systems and process improvement. There are significant projects underway including the replacement of the HSCP case recording system and care at home scheduling system.
11. The delivery of the programme and associated outcomes and benefits will be monitored via a robust governance structure. The project management approach adopted will embed clear lines of escalation and reporting. This will enable risks, issues and progress issues to be identified and addressed early. The Recovery and Renewal Programme Board will comprise the HSCP Management team, Change Programme Manager and other key roles as required.
12. To ensure the programme delivers and does not over commit resources there will be a need to prioritise projects based on consistent criteria. This process will be overseen by the Recovery and Renewal Programme Board.
13. Strong communication and engagement with our staff, those who use our services, staff side representatives and partner providers will be pivotal to this programme. A specific communication and engagement strategy is being developed to support regular and meaningful communications to the various groups.

14. Following the presentation to the Integration Joint Board in May the progress made has been outlined below:

- Recognising the pivotal role communication plays in the overall success of the programme, we have begun discussions about participation and engagement. We are focused on developing a clear communication and engagement plan for those who use our services, staff and our partners.
- An initial prioritisation exercise of all planned and future projects using consistent criteria has been completed. This has highlighted the resource challenges and interdependencies across projects. This will be discussed at the Recovery and Renewal Programme Board. Prioritisation of projects will be ongoing throughout the lifecycle of the programme.
- Work with finance colleagues is underway to refine project costs and potential benefits and efficiencies. This will ensure complete oversight and no duplication of potential savings.
- The programme management team has made links with the Digital Office to look for opportunities for collaboration, and benefit from Scotland-wide best practice and learning.
- Implementation of the governance model is progressing with the first Recovery and Renewal Programme Board scheduled to take place in June.

#### **CONSULTATION AND PARTNERSHIP WORKING**

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

#### **IMPLICATIONS OF THE PROPOSALS**

16. There are no implications arising from this report.

#### **DIRECTIONS**

17. There are no directions arising from this report.

#### **CONCLUSIONS**

18. 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**

19. It is recommended that the Integration Joint Board:

- a) Note and comment on the development of the HSCP Recovery and Renewal Programme; and
- b) Agree to receive regular update reports at future meetings

**REPORT AUTHOR AND PERSON TO CONTACT**

Lesley Bairden, Head of Finance & Resources (Chief Financial Officer)  
[Lesley.Bairden@eastrenfrewshire.gov.uk](mailto:Lesley.Bairden@eastrenfrewshire.gov.uk)  
0141 451 0749

Chief Officer, IJB: Julie Murray

**BACKGROUND PAPERS**

Recovery and Renewal Programme Presentation, May 2021