AGENDA ITEM No.9

Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board
Held on	23 November 2022
Agenda Item	9
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
- agree to revise the frequency of update reports to come to alternate meetings of the IJB, allowing for exception report if required

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

23 November 2022

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
   - agree to revise the frequency of update reports to come to alternate meetings of the IJB, allowing for exception reporting if required

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

4.   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

5.   Since the last report to the IJB in September there are no significant updates or key project milestones, however given some of the timings verbal updates will be provided where appropriate to the IJB. The financial framework has been revised and is included below.

6.   To give the IJB reassurance and oversight of the work underway the key updates from the Recovery and Renewal Programme Board will be included in these reports.

7.   The capacity to deliver the programme still remains a concern as whilst we now have a small and dedicated team we have a challenge in releasing operational staff time to support change and development. We are exploring options to identify a dedicated resource to embed a person centred approach throughout the whole programme and in particular those projects that impact on people and practice.

8.   The Recovery and Renewal Programme Board last met on 28th September 2022, where the following updates were received:

Case Recording Replacement System project
  o   ICT Project Lead is now in post.
  o   Extensive process mapping underway to support drafting of business requirements.
  o   Practice based sub group being created.
  o   Preparing for the next phase of engagement with suppliers on the framework.

Care at Home Scheduling
  o   User acceptance testing progressing
  o   Staff roll out plan developed
  o   Soft launch of new system scheduled for week commencing 31st October 2022
  o   Full implementation by December 2022

9.   Implementation of this project will deliver both financial and non- financial benefits. The new functionality is based around solution led scheduling which will significantly improve efficiency and continuity of care. In addition, manual processes and interventions will be reduced.

Learning Disability Development Project
  o   Project plan developed
  o   First project board meeting has taken place

10.   The next programme board meeting is scheduled for 16th November 2022 where the following items will be brought for approval:

Project	Project Stage	Request to Board	Project Detail
Care at Home Review	Project Brief	Approval to start project	The key objective of this project is to redesign our care at home and telecare services in order to recover from the pandemic, meet the growth in demand, improve efficiency and maintain quality
Information Governance Project	Project Brief	Approval to start project	The outputs of this project will ensure that the HSCP has a robust Information Governance framework in place that ensures data is held responsibly, securely and appropriately.

Review of Commissioned Services	Project Brief	Approval to start project	This project will review our commissioning arrangements ensuring all framework and contractual opportunities are maximised.
Staff and Patient Access	Closure Report	Approval to formally close 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. The report to the September meeting of the Integration Joint Board outlined the financial framework of the programme and provided a summary of the initial targets set. Following robust discussion and challenge at a recent Senior Management meeting the financial savings targets for two projects have been increased. Work continues to review the financial implications as part of wider budget planning.

12. The project for Individual Budgets now has a target of £500k, previously £200k. The project to review commissioned services had an initial savings target of £300k with a new revised target of £800k. The table below shows the updated savings targets for the programme.

Recovery Renewal Programme	Indicative Savings				
	22/23 Target £k	23/24 Target £k	24/25 Target £k	25/26 Target £k	Total Saving £k
L1: Staffing & Patients Access Arrangements – HSCP Premises					
L2: Reflections and Learning from working during the pandemic					
L3: Learning Disability Development	200	280	120		600
L4-L6 Wellbeing					
L7 - Case Recording System Replacement	0	0	75	75	150
L8 - Care at Home Scheduling System Replacement	25	75	0	0	100
L9 – Learning Management System					
P1- Care at Home Review Phase 2	100	200	200	0	500
P2- Compassionate and Trauma Informed Responsive Leadership					
P3 Information Governance and Data Cleansing					
P4 Individual Budget Calculator Review		200	300		500
P5 Review of Commissioned Services	75	225	500		800
Savings - Recovery and Renewal Programme	**400**	**980**	**1,195**	**75**	**2,650**

CONSULTATION AND PARTNERSHIP WORKING

13. 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
14.   Financial implications are still to be fully quantified, however, initial savings targets have been allocated.

Equalities
15.   We will undertake an Equalities 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 continues to progress work on the Recovery and Renewal Programme. Given the timescales for this large programme of work, the progress will not always be visible in the current frequency of reporting to every IJB. It is proposed that updates are brought to alternate meetings of the IJB, of course with the caveat that any notable activity or escalation will be reported earlier.

RECOMMENDATIONS

21.   It is recommended that the Integration Joint Board:
   - note and comment on the progress of the HSCP Recovery and Renewal Programme
   - agree to revise the frequency of update reports to come to every other meeting of the IJB, allowing for exception reporting if required

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

3 November 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

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: 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

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LIVE PROJECTS AS AT 3 NOVEMBER 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 2023	**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: Compassionate and Trauma Informed Responsive Leadership	Craig Menzies	August 2021	March 2023	**Green**
L8: Case Recording System (CareFirst) Replacement	Lesley Bairden	April 2022	October 2024	**Green**
L9: Care at Home Scheduling System Replacement	Gayle Smart	May 2022	January 2023	**Green**
L10:Learning Management System	Joan Reade	November 2021	March 2023	**Amber**

PLANNED PROJECTS AS AT 2 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	
P2. Information Governance and Data Cleansing	Lesley Bairden/Raymond Prior	October 2022	December 2023	
P3. Individual Budget Calculator Review	Lee McLaughlin/Lesley Bairden	January 2023	August 2023	
P4. Review of Commissioned Services	Margaret Phelps	November 2022	July 2023	

FUTURE PROJECTS AS AT 2 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	
F2. Pre-Payment Cards	Lesley Bairden	February 2023	December 2023	

LIVE PROJECTS

Project Title	L1. Staffing & Patients Access Arrangements – HSCP Premises
Project Owner	Mairi-Clare Armstrong
Purpose - what do we want to achieve	• 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	• 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	• Project now complete. • HSCP accommodation group to be restarted to manage future accommodation demands. • Project closure documentation will be prepared.
Next Steps	• Closure report will be submitted to the Recovery and Renewal Board on the 16th November.
RAG	
Timeline	March 2022 to November 2022

Project Title	L2 - 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

Project Title	**L3 – 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:
	  o 2022/23: £200k
	  o 2023/24: £280k
	  o 2024/25: £120k

Current Update	• Project plan has been developed and the key milestones and deliverables are now in place. • Project board established and first meeting has been held.
Next Steps	• Discussion to take place around project resources.
RAG Status	
Timeline	18th August 2022 – 16th February 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 – Craig Menzies L5 – Lee McLaughlin L6 – 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	• Summer of Wellness programme successfully delivered • Programme evaluation completed and final report due November 2022. • 'Supporting Your Wellbeing' campaign due to be launched November 2022. • Range of health and wellbeing activities available to all staff and volunteers. • One to one 'wellbeing conversations' available to all staff • Wellbeing webpage developed for all health and wellbeing related information and offers. • Updated Workforce Wellbeing Action Plan in place.
Next Steps	• Final Summer of Wellness evaluation to be shared with SMT for comment before further cascading across the HSCP. • Launch of ongoing 'Supporting Your Wellbeing' programme.
RAG	■■■■■■■
Timeline	L4 – January 2022 to September 2022 L5 – September 2021 to December 2021 - Complete L6 – February 2022 to September 2022

Project Title	L7 - Compassionate and Trauma Informed Responsive Leadership
Project Owner	Craig Menzies
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	• Trauma training plan implemented • Level 3 enhanced training delivered to 2 cohorts • Delivery group of trainers established
Next Steps	• Launch event in the process of being planned for early 2023 • Continue roll out of training • Appointment of Trauma Informed Services Co-Ordinator (Scottish Government funding received – 2 year post)
RAG	　
Timeline	August 2021 to March 2023

Project Title	L8 - 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:
	  o 2024/25: £75k
	  o 2025/26: £75k

Current Update	• ICT Project Lead started work on 03 October 2022 Timetable drawn up for supplier Q&A sessions. • Service SME concluded discussions with individual services on system requirements. • Process Mapping exercises ongoing with Business Analyst and various services.

	• Agreement reached with Procurement/Legal on granting Direct Award for 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. • Data Management work-stream commenced and progressing with input from CareFirst team Further 'soft intelligence' discussions carried out with other Scottish local authorities on procurement, implementation and training experiences with framework suppliers.
Next Steps	• Provide Project Board with recommendations on approach to Supplier Q&A sessions. • Seek Project Board approval of functional and non-functional requirements as drafted. • Conclude Q&A sessions with suppliers. • Commence population of tender documentation. • 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	L9 - 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	• Data input process started to allow TotalMobile to start to build test environment Workshop days agreed to work through each module requirements. • DPIA passed for comment/approval. • Communication to Care at Home team and wider HSCP drafted and issued. • Notice of termination given to current supplier. • Invoices received from TotalMobile and approved for payment on a monthly basis. • UAT testing for system completed Full World Mendel testing concluding this week. • Staff training for both frontline and office based staff taking place both face to face and via Teams
Next Steps	• Finalise remaining data templates and dropdown lists and pass back to TotalMobile Secure agreed additional temporary project support resource. • Obtain DPIA approval. • First go live for World 2 (patch 2).

	• Roll out staff training (TotalMobile app and solution plus Information Security and Data Protection refresher) for next go live world Commence transition to TotalMobile on a phased go-live date basis
RAG Status	
Timeline	11th May 2022 – 20th January 2023

Project Title	**L10 – Learning Management System**
Project Owner	Raymond Prior
Purpose - what do we want to achieve	• 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	• 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 financial savings as a result of this project.
Current Update	• Updated report will be submitted to Recovery and Renewal board on 16th November 2022.
Next Steps	• Decision on project viability given possible alternative option within current iTrent system.
RAG Status	
Timeline	November 2021 to January 2023

PLANNED PROJECTS

Project Title	P1- 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
Next Steps	• Project brief will be submitted to Recovery and Renewal Board on 16th November 2022.
Timeline	November 2022 to May 2023

Project Title	P2 Information Governance and Data Cleansing
Project Owner	Lesley Bairden/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.
Next Steps	• The project brief will be submitted to Recovery and Renewal Board 16th November 2022.
Timelines	16th November 2022 – 15th December 2023
Project Title	P3 Individual Budget Calculator 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 • 2024/25: £300k
Next Steps	• Project brief will be submitted to the first Recovery and Renewal board in 2023.
Timelines	January 2023 – August 2023

Project Title	P4 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 - £75k • 2023/24 - £225k • 2024/25 - £500k This may also support a number of other projects and we need to ensure there is no double counting.
Next Steps	• Project brief to be submitted to the Recovery and Renewal board 16th November 2022.
Timelines	Review of Commissioned Services November 2022 – July 2023

Future Projects

Project Title	F1 – 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	January 2023 – November 2023

Project Title	F2- 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	• Work to begin preparing the project brief, project scheduled to begin in February 2023.
Timelines	February 2023 – December 2023