

To: Renfrewshire Integration Joint Board

On: 29 January 2021

Report by: Interim Chief Officer

Heading: Recovery and Renewal Planning Update

Direction Required to Health Board, Council or Both	Direction to:	
	1. No Direction Required	X
	2. NHS Greater Glasgow & Clyde	
	3. Renfrewshire Council	
	4. NHS Greater Glasgow & Clyde and Renfrewshire Council	

1. Summary

- 1.1. This report provides an update to the IJB on the HSCP's Recovery and Renewal Programme being implemented alongside the ongoing response to the COVID-19.
- 1.2. As the Recovery and Renewal update to the IJB in November 2020 set out, the HSCP continues to prioritise the operational response to the pandemic and maintains a flexible approach to Recovery and Renewal activity. In particular, with the announcement of a new lockdown on 4 January 2021 covering mainland Scotland and Skye, the HSCP's focus remains on the safe and effective delivery of health and social care services within infection control guidelines, and the continued roll out of the COVID vaccination programme.
- 1.3. An update to the IJB on the HSCP's operational response to COVID-19, including the delivery of the COVID vaccination programme is provided in a separate paper.
- 1.4. The scale of the ongoing operational response has placed significant demands on HSCP resources and therefore Recovery and Renewal activity undertaken since the last update has focused on core areas of activity. It is expected that future work on renewal activity will continue to be limited while additional restrictions are in place and the response to the pandemic continues. This report provides an update on progress which has been made in the following aspects:
- Strand 1 activity within the Recovery and Renewal programme, which is focused on the development of a community-led approach to improving health and wellbeing. The application process for funding to support projects which deliver on the health and wellbeing priorities agreed by the Strategic Planning Group has now been completed and funding has been agreed for a number of successful projects.

- The development of a workforce plan for 2021/22 and engagement with the HSCP's senior managers to develop a baseline of current challenges and initial objectives for further development within an action plan by April 2021.
- The continued development of a hub and spoke model for Older People's day support in line with current restrictions and limitations on the provision of building-based services.
- The ongoing development of a Renfrewshire Recovery Hub, providing a shared resource for supporting recovery in both mental health and addictions.

1.5. Recognising the continued demands of the response to and recovery (where possible) from the pandemic, the HSCP's Senior Management Team has undertaken a review of all ongoing activity to determine recovery priorities to the end of the current financial year. This paper also provides an overview of the process undertaken.

2. Recommendations

It is recommended that the IJB note:

- The progress made in implementing the Strand 1 community-led approach to improving health and wellbeing in Renfrewshire with partners in the Strategic Planning Group;
- The work undertaken to date in preparation for the development of a one-year workforce action plan by the end of March 2021; and
- The update provided on the development of a hub and spoke model within Older People's day services;
- Progress made in developing the Renfrewshire Recovery Hub;
- The approach taken by the HSCP to prioritise existing change activity over the remainder of the financial year; and
- That, reflecting the HSCP's continued prioritisation of the pandemic response and vaccination programme, further Recovery and Renewal updates will be brought to every second meeting of the IJB, with more frequent updates provided should this be necessary.

3. Background

3.1. On the 19 December 2020, the UK and Scottish Governments announced a significant retraction of the flexibility which had been agreed for travel and visiting arrangements over the Christmas period. As part of these announcements, it was confirmed that all mainland authorities within Scotland would move to Tier 4 restrictions on 26th December. These measures were stated as preventative interventions due to substantial increases in UK case numbers arising from the identification of a new, more transmissible, variant of the COVID-19 virus in London and the South East of England. At the same time, small numbers of cases had been linked to this new variant in the NHS Greater Glasgow and Clyde area. These restrictions were due to be in place for a minimum period of three weeks to 16 January 2021.

- 3.2. Following the above decisions, infection numbers across Scotland have reached record highs and as of 5 January 2021, the new COVID-19 variant was understood to account for approximately 50% of new cases. In response to this fast moving and challenging situation, a further lockdown for mainland Scotland and Skye was announced on 4 January 2021, including the implementation of stay at home orders for the public, subject to a number of allowances and exceptions. The restrictions were reviewed on 19 January 2021, and it was confirmed that they would be extended to mid-February, with a further review to take place on 2 February 2021.
- 3.3. Despite the above challenges, a positive step forward was taken on 8 December 2020, with the commencement of the COVID vaccination programme, initially taken forward using the Pfizer / BioNTech vaccine (known as 'Courageous'). The vaccination programme continued throughout the period of the festive break and has been further enhanced through the approval of the Oxford-AstraZeneca vaccine by the Medicines and Healthcare products Regulatory Agency (MHRA) on 30 December 2020. The programme itself presents significant logistical challenges and is being taken forward through a joint Council and Health and Social Care Partnership planning team, in support of the NHSGGC approach.
- 3.4. Alongside the COVID vaccination programme, ongoing operational and winter planning activity and the completion of the Flu vaccination programme in Renfrewshire, have placed substantial demands on staff and management within Renfrewshire HSCP. In delivering these priorities, the commitment of staff continues to be exceptional. However, as noted in paragraph 1.2 above, it has been necessary to flex the scale of recovery and renewal activity being undertaken during this period to enable ongoing operational activities to be delivered effectively and safely. The following sections of this report outline on the key elements of recovery and renewal which have continued.

4. Recovery and Renewal: Implementing a community-led approach to improving health and wellbeing through Strand 1

- 4.1. The previous update to the IJB on Strand 1 activity focused on the launch of the competitive application process for funding to support collaborative community-led projects which deliver upon the Strategic Planning Group's six agreed priority areas:
- Loneliness and social isolation
 - Lower-level mental health and wellbeing
 - Housing as a health issue
 - Inequalities
 - Early years and vulnerable families
 - Healthy and active living.
- 4.2. In total, £250k non-recurring funding has been made available to support successful projects. The window for bids closed on 25 November 2020 and a total of 12 applications were received.
- 4.3. These applications have since been subject to a two-stage evaluation process by the evaluation panel, which consisted of the IJB Vice Chair, Head of Policy

and Commissioning from Renfrewshire Council, the Chief Executive of Engage Renfrewshire, and Health Improvement and Equalities Manager from NHS Greater Glasgow and Clyde. The evaluation panel assessed each application separately, before convening for further discussion and agreement of funding decisions.

4.4. The HSCP is delighted to confirm that following this evaluation process, the projects successful in obtaining funding are:

Priority Area	Successful Project(s)	Organisation(s) involved
Healthy and Active Living	<p>Upon review the panel proposed that two projects be funded jointly to enable linkages to be effectively progressed:</p> <ul style="list-style-type: none"> • Training, Education and Active Mentoring (TEAM): providing increased knowledge, awareness and training about healthy eating, healthy lifestyles, and active lifestyles through the provision of local volunteering opportunities, training, support, and resources which build community resilience • Reducing Inactivity Supporting Engagement (RISE): aiming to increase physical activity levels and target those at moderate - high risk from COVID 19 and those rehabilitating from the virus (£54,229 awarded in total) <p>The panel also provided funding to Passport to Walkaboutabit, a project aimed at improving access to free, fun, and sustainable activities / challenges which engage and motivate people to live healthy and active lives (£10,000 awarded)</p>	<p>Active Communities</p> <p>Renfrewshire Leisure</p> <p>Linstone Housing Association</p> <p>RAMH</p>
Mental Health and Wellbeing	<p>The panel agreed to provide funding to proposing organisations to consider how to jointly progress three individual proposals:</p>	<p>RAMH</p> <p>Engage Renfrewshire</p>

and Inequalities	<ul style="list-style-type: none"> • The development of inclusive, multi-lingual information for those most at risk and isolated in BAME communities • A Health Improvement Officer role to support BAME communities alongside the existing Buddies Network Officer • Development of a Health Equity Charter for Renfrewshire (£30,000 awarded in total) 	RHSCP
Loneliness and Social Isolation	<p>Reducing Loneliness and Social Isolation through Strengthening Local Partnerships: this project will work with the Local Partnerships already in existence to connect local groups with new approaches, information and each other on tackling loneliness and isolation. It will assist local groups to explore possible tools to help address loneliness and isolation.</p> <p>(£23,586 awarded)</p>	ROAR Local Partnerships Carers Centre
Children and Vulnerable Families	<p>Renfrewshire Families Together: this project will deliver structured workshops supporting communication and positive relationships between caregivers and children transitioning into primary school. Support for adults will encourage reflection on their current identity as caregivers whilst free play for the children will increase confidence and resilience.</p> <p>(£63,515 awarded)</p>	Home Start KLAS Care Renfrew YMCA Renfrewshire Leisure STAR Project
Housing as a Health Issues	<p>The panel did not agree to fund specific projects in this area. However, it was agreed to provide funding to organisations working within this priority to undertake further scoping on gaps in existing provision and to work with the Strategic Housing Group to jointly take this scoping activity forward.</p> <p>(£10,000 awarded)</p>	Federation of Local Housing Associations In Renfrewshire (FLAIR) Engage Renfrewshire

Inequalities	<p>The panel agreed to fund two projects in this priority area:</p> <ul style="list-style-type: none"> • Renfrewshire Bereavement Network: a project aimed at building on a pilot to provide a dedicated network of support for people having difficulties with grief and loss during COVID-19 and beyond (£20,400 awarded) • Health Access Buddies: a project which will support key groups to attend appointments for their diagnostic or outpatient consultation and treatment, reducing cancellations and DNA rates. (£27,000 awarded) 	<p>Accord Hospice RAMH Engage RHSCP Disability Resource Centre</p>
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4.5. In addition to the above projects, a small amount of funding has been allocated to support the development of consistent communications and branding for the Strand 1 activity and agreed projects.

4.6. The HSCP is now in the process of confirming grant agreements with the successful project leads, and each project will be required to report in line with their agreements as they progress. The Strategic Planning Group will also provide the key forum for monitoring progress of projects against the six agreed health and wellbeing priorities, with each project providing updates to planning group members on a rolling basis.

4.7. The HSCP and SPG members are also focused on learning from this process to inform future opportunities, should they arise, to provide additional funding. A survey has been circulated to organisations involved in the bidding process and a further review will be held at the SPG meeting in February 2021. This will help ensure that elements of the approach which have worked well are understood, and areas which can be refined and improved are identified and reflected in future.

5. Progressing internally focused renewal activity through Strand 2 of the Recovery and Renewal Programme

5.1. The HSCP has sought, where possible, to continue to progress activity under Strand 2 of the Recovery and Renewal Programme. However, the HSCP has continued to use flexibility in the degree of activity undertaken over the winter period, reflecting the increased operational demands from maintaining our winter response and commencing delivery of the COVID vaccination programme alongside our partner organisations. The key progress made is set out in this section.

Workforce Planning

- 5.2. Ensuring the HSCP has the capability and capacity within our staff to deliver future service delivery models and to work differently with our communities and partners will be a key enabler of transformational activity taken forward through Strand 2. This needs to include both workforce planning and a focus on organisational development.
- 5.3. Previous reports to this IJB have outlined the Scottish Government's approach to workforce planning, which has been updated to reflect the impact of the COVID-19 pandemic. This has been split into two phases, which require interim workforce planning actions to be in place by the end of March 2021 for the 2021/22 financial year, with a detailed three-year workforce plan in place by April 2022. These plans will build on the HSCP's previous Organisational Development and Service Improvement Plan.
- 5.4. The HSCP has undertaken planning workshops with our Leadership Network of senior managers to inform the development of the interim workforce planning actions by March 2021. These sessions have considered the demographics of the HSCP's existing workforce within the context of recognised local and national workforce challenges, and alignment with the objectives set out in the HSCP's transformation guiding principles.
- 5.5. Reflecting the importance of workforce plans and actions being based on the views and needs of our staff, participants were asked to consider what the objectives are for developing the workforce in their service areas, and actions that are required to meet those objectives from the current position.
- 5.6. The feedback received from these sessions is now being assessed alongside feedback obtained through the Everyone Matters Survey in September 2020 and additional surveys undertaken to understand the views of staff on the impact of and response to COVID. This includes consideration of key actions to continue support the mental health and wellbeing of our staff. This will enable the identification of workforce planning actions by March and will feed into more detailed workforce engagement and planning activity during 2021/22 as part of the development of a more detailed workforce plan.

Day Support for Older People

- 5.7. Renfrewshire IJB approved an update paper in March 2020 which summarised progress made in the Older People Services Review during 2019 and early 2020, in particular the findings of a process of engagement facilitated by Journey Associates, the full report of which was shared with the IJB in November 2020. In progressing the Older People Services Review, it is acknowledged that there is a need to change how services are delivered to older people, in order to support individuals to achieve person-centred outcomes, and to be more connected within their communities. This aligns with both the principles of self-directed support and the Scottish Government's 'A Fairer Scotland for Older People: framework for action', published in 2019.
- 5.8. Since day care provision for older people was suspended in March 2020, service users have been contacted on a weekly basis by day care staff to provide ongoing support and advice in relation to Covid-19, support with social

isolation, promotion of health & wellbeing and signposting to other services/supports where available. Additionally, an increase of Care at Home support to ensure Community Meals and medicine provision was put in place over this period.

- 5.9. Work has continued in recent months to develop an interim hub and spoke model for day support for older people and adults with a physical disability, in recognition that it will not be possible to reopen all day care buildings immediately. The day care buildings at Johnstone, Montrose and Renfrew continue to be utilised as drop-down facilities for care at home staff, who currently have no access to the network of staff facilities within extra care, sheltered housing and the care homes. This hub and spoke model would focus on the reopening of a further building with limited building-based service provision (subject to infection control requirements), supported by outreach services to people in their homes and communities.
- 5.10. The HSCP has engaged with other partnerships and service providers to inform the approach to the delivery of day support through the interim hub and spoke model and beyond the COVID-19 pandemic. This will ensure that day support services offer choice and flexibility for individuals in response to their bespoke needs. It will also ensure that future service provision aligns with the National SDS Framework in development by the Scottish Government and Social Work Scotland. This framework is due to be finalised and published by March 2021. It is the HSCP's intention to assess the impact of the hub and spoke model to inform the further development of day support for older people and adults with physical disabilities in Renfrewshire.
- 5.11. However, due to the extended restrictions currently in place, and described in paragraphs 3.1 to 3.4, the reopening of a limited building-based day support provision has been put on hold. While this is the case, the HSCP continues to engage with the Health and Safety and Facilities Management teams within Renfrewshire Council to determine the most appropriate and safe way to implement building-based provision for staff and people who wish to use the service. The specific timescales for this reopening will continue to remain in flux due to the ongoing lockdown and infection risk, and will be dependent on the release of staff from key areas where there is significant ongoing pressure due to COVID-19 and where their ongoing support continues to be required.

Implementation of a Renfrewshire Recovery Hub

- 5.12. A key recommendation from the whole system review of Renfrewshire Addictions Services completed in 2018 was to further embed and encourage a recovery culture in Renfrewshire, supported by the development of a recovery hub.
- 5.13. Works on the recovery hub have continued to progress despite COVID restrictions, and work is expected to be completed in the period late January to early February 2021. The hub itself is the first of its kind in Scotland, providing a shared resource to support recovery in both Mental Health and Addictions.
- 5.14. The development of the hub is a significant achievement, and it has been made possible by partnership working throughout. As part of this approach

the Recovery Taskforce has met with a range of partner agencies to begin developing a programme of recovery activity within the hub and across Renfrewshire. This recognises that recovery will not only take place in the hub, but that this location can act as a key enabler for a range of recovery-focused supports across the area.

5.15. Crucially, the development of the hub has involved people with lived experience throughout the development process, which is underpinned by a commitment that those who will work in and use the hub have a sense of ownership over how support is developed and delivered. This will ensure that people with lived and living experience continue to be at the core of service design and delivery and the planning of future services in Renfrewshire.

5.16. Further updates on Addictions and Drug Recovery Services (ADRS) are provided in additional papers to this IJB. This includes an update on a self-assessment undertaken by the Alcohol and Drug Partnership (ADP) against the recommendations of the Alcohol and Drug Commission Final Report.

6. **Prioritising HSCP activity for the remainder of the financial year**

6.1. As this report outlines in paragraphs 1.2 and 5.1, the HSCP continues to face significant demand from operational services to support the ongoing response to COVID-19 and to deliver the range of additional services required within this response. This includes but is not limited to the Renfrewshire COVID Assessment Centre, the now completed Flu vaccination programme, and the COVID vaccination programme which commenced in December 2020. These requirements combined represent an unprecedented public health response both locally and nationally. More widely, existing change commitments have continued to be delivered.

6.2. In recognition of these challenges, the HSCP's Senior Management Team have reviewed all ongoing projects and prioritised this activity to mitigate against the demand pressures noted above and ensure delivery of essential change activity in the period to the end of March 2021. This process will enable the HSCP to continue to:

- Manage operational risks and maintain operational delivery
- Deliver financial balance through financial planning processes
- Maintain a robust COVID and Winter response
- Maintain statutory adherence and compliance
- Deliver on contractual commitments

6.3. Reflecting on the above priorities, the HSCP's ongoing projects have been classified both in terms of the effort required to deliver and whether they **Must** continue in the period to March, **Should** continue (where there are compelling reasons to however flexibility is available within delivery timescales) or **Could** continue (where there is benefit in continuing however there is lower imperative to deliver in the short term).

6.4. The outputs from this exercise will guide the focus of service teams in the short term and will enable prioritised and active management of any emerging challenges. The delivery of these ongoing projects will continue to be subject to the operational demands of the pandemic response and the HSCP will

maintain flexibility in the approach to delivery to ensure the continued safe and effective delivery of frontline health and social care.

- 6.5. As noted above, Financial Planning will continue to be a core area of focus in the period to the end of March 2021. The timescales for developing Tier 1 (annual) savings within this process has been extended to March to reflect the timing of the Scottish Government's budget, published on 28 January 2021. This will ensure that the most up-to-date financial position can be considered in the determination of savings required in FY 2021/22. Consequently, final savings proposals to deliver financial balance in the next financial year will be brought to the IJB at the March 2021 meeting.
- 6.6. Further proposals for transformation, such as those which may be identified through the HSCP's financial planning processes, will continue to be assessed in terms of benefits which can be achieved against the implementation requirements. This approach will also consider how resources are currently allocated across change activity, and the HSCP's capacity to deliver.
- 6.7. Reflecting this position, and the HSCP's ongoing prioritisation of the pandemic response and delivery of the COVID vaccination programme, future updates on Recovery and Renewal activity will be brought to every second IJB meeting, with more frequent updates provided should this be necessary.

Implications of the Report

1. **Financial** – Financial planning activity continues as a priority. The current financial position is provided in a separate report to the IJB.
2. **HR & Organisational Development** – No immediate implications from this report. The development of workforce plans will determine organisational development requirements for the HSCP over future years.
3. **Community Planning** – Recovery and renewal planning, and in particular activity under Strand 1 of the programme, will involve consideration of the role of communities and community planning partners in future service delivery. Community planning governance and processes will be followed throughout.
4. **Legal** – Supports the implementation of the provisions of the Public Bodies (Joint Working) (Scotland) Act 2014. Legal guidance will be sought at appropriate junctures throughout the delivery of recovery and renewal activity.
5. **Property/Assets** – No implications from this report.
6. **Information Technology** – No implications from this report.
7. **Equality and Human Rights** – Strand 1 of the Recovery and Renewal Programme has identified inequalities as a key priority. Projects which have been identified under this priority have been developed to promote equality and reduce inequalities.
8. **Health & Safety** – No implications from this report.
9. **Procurement** – No implications from this report.
10. **Risk** – No implications from this report. Risks and issues arising from the programme are tracked and managed on an ongoing basis.
11. **Privacy Impact** – No implications from this report.

List of Background Papers – None

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