



Strategic Plan – Key Priorities (41)

First Quarterly Monitoring Report

1st April 2023 – 30th June 2023

R.A.G. Progress Status

Red = significant slippage

Amber = slight slippage

Green = on track

Blue = complete

Red	0
Amber	13
Green	27
Blue	1

Principal Author	Pamela Robb, Planning & Redesign Officer
Responsible Head of Service	Craig Given
Report Date	28th August 2023

Classification - No Classification

Big Action 1	Key Deliverable	Lead	Progress	RAG
1.1	We will continue to respond to the proactive and reactive needs of the COVID-19 Pandemic as per Scottish Government guidelines	Head of H&CC Alan Best	Scottish Government stood down all guidelines. Locally our huddle continues to meet regularly, and we will continue to respond to any new guidance or local issues (including care homes) related to the Pandemic.	BLUE
1.2	We will deliver the HSCP projects funded through the Council/HSCP Anti-poverty/Cost of Living Support fund which aims to support the most vulnerable in our communities	SM Primary Care, HI, and New Scots Emma Cummings	The RISE project has now worked with a total of 38 men, they have gained employment and / or education / training. They are working with advice services team; financial gains have been realised for the young men equating to £64,000.	GREEN
1.3	We will develop mental health inpatient and community advanced clinical practice roles to sustain and improve service delivery	SM Inpatient Mental Health Carol Fitzharris / Alan Crawford	Plan in place to deliver ACP role but limited capacity to progress areas of service improvement due to ongoing recruitment issues. Outstanding vacant posts within specialist roles remain.	AMBER
1.4	We will deliver the new Inverclyde Financial Inclusion Partnership Strategy and outcomes	SM Primary Care, HI, and New Scots Emma Cummings	Delivery is underway. Conference is planned for 4 th October. Advice services have so far achieved £1.4 million of gains in the first quarter 23/24.	GREEN
1.5	We will contribute to the delivery of the NHSGGC mental health strategy and deliver on specific areas for Inverclyde	HoS Mental Health, ADRS and H Alan Crawford / Gillian Neal	Board wide subgroups being refreshed. Representation from IHSCP on all groups and local implementation plan being developed through Inverclyde mental health strategy. Distress brief intervention rolled out and MH primary care improvement plan developed. Await confirmation of funding	AMBER
1.6	We will deliver the health improvement plan which is focussed on delivering the national and NHSGGC public health priorities	SM Primary Care, HI, and New Scots Emma Cummings	Work continues supporting access to food and cooking skills for families in Inverclyde. The Thrive Under 5 project, in partnership with the Rainbow Centre is underway.	GREEN

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Big Action 2	Key Deliverable	Lead	Progress	RAG
2.1	We will establish a Promise Board to audit our commitments to #The Promise Partnership within Inverclyde	SM Children and Families Joan McLennan	I-Promise Board: the oversight body of I-Promise is co-chaired by two care experienced young people and the Council Chief Executive. The group meets quarterly, and representation includes Council Corporate Directors, HSCP Chief Officer and service managers for health, Community Learning and Development, Scottish Fire and Rescue, Police Scotland, Barnardo's, Your Voice, CVS, Action for Children, Children 1st, the Scottish Children's Reporter Administration and Children's Hearings Scotland. As part of its governance role, updates are provided to the Board on progress against Plan 21-24's 80+calls to action to measure local progress.	GREEN
2.2	We will review the support to families for young carers and children with Additional Support Needs (ASN)	SM Children and Families Alan Stevenson	We are participating in a national thematic review with the care inspectorate. A self-evaluation tool has been used and this has provided a framework for service review and development. We have a better understanding of the data relating to disabled children and young people. Discussions continue with colleagues in commissioning to look at the changing landscape for service providers with an aim to improve the choices for disabled children and young people and their families who require additional care services. Discussions are progressing with Third sector partners in relation to new ways they can be involved in this area with the ambition being to present a transformative plan for change in this area.	GREEN
2.3	We will continue to support children and young people's health, mental health, and wellbeing through the delivery of the Children's Wellbeing Service	SM Childrens Health Services Lynn Smith	Action for Children continue to provide tier 2 Emotional Wellbeing services for children in the form of school counselling session and Community mental health and wellbeing supports and services including transition from P7 to S1 work and group sessions. In the past 6 months 142 children have accessed school counselling, 135 have accessed support and services.	GREEN

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			<p><i>Kooth</i>, an online counselling service for young people 16 to 26 years has gone live 1st April 2023 Inverclyde</p> <p>Barnardo's provide Cygnet Programme for parents and Thrive Peer Support Group (parent peer support group for parents who have children with Neuro diverse conditions)</p> <p>The multi professional Inverclyde Emotional Wellbeing Triage meeting continues to meet on a fortnightly basis. This meeting provides allows young people to be directed to the most appropriate care pathway preventing the 'bouncing' around services.</p> <p>CAMHS in Inverclyde has continued to meet the 18-week referral to treatment target.</p>	
<p>2.4</p>	<p>We will support our looked after children to remain in Inverclyde</p>	<p>SM Children and Families Joan McLennan</p>	<p>Inverclyde Resource Advice Panel monitor current placements and screen children and young people on the edge of care. Outreach support at home is offered to some children and young people on the edge of care this includes evening and weekend support.</p> <p>The national landscape of the recruitment of foster carers is an issue, the usual media and digital recruitment drives no longer have the same level of success as they did in the past. To look and more innovative ways of recruiting foster carers we are working with third sector colleagues to expand local foster care provision.</p> <p>The increased Throughcare/ after care provision support the plans of young people who can be as young as 12. Support is provided over evenings and weekends.</p>	<p>AMBER</p>
<p>2.5</p>	<p>We will continue to deliver a Whole System Early Intervention Approach to our young people who are in conflict with the law.</p>	<p>SM Children and Families Joan McLennan</p>	<p>Plans are being made to convene a group to oversee and champion the strategic aspects of support provided to young people in conflict with the law. This is being created jointly with adult Justice colleagues and will report directly to the Child Protection Committee and the Community Justice Partnership – the group will be multi-agency and consider the legislation, policy, and best practice for young people in conflict with the law. This will consider the full range</p>	<p>GREEN</p>

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			<p>of involvements from early intervention, diversions and through post-conviction involvement. This group will consider young people up to an including aged 25. We will enhance shared learning and development opportunities between adult justice and children's social work and ensure a well informed and engaged multi-agency response to young people in conflict with the law.</p> <p>There are significant changes to the legislative landscape due next year that will require consideration, planning and training across the workforce and partner agencies.</p> <p>We have commenced work with a Third sector partner to provide targeted support and intervention to young people at risk or already involved in serious and organised crime. Action for Children to deliver the Sidestep project for young people aged 11 – 18 at risk of involvement in organised crime.</p>	
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Big Action 3	Key Deliverable	Lead	Progress	RAG
3.1	We will implement the learning and recommendations from the 2021 Adult Protection Inspection and any Significant Adverse Incidents (SAI's)/Significant Critical Incidents (SCI's)	SM Assessment and Care Management Alan Brown	<p>Following the Joint Partnership Inspection 2021, five improvement focus areas were identified. These areas were noted to enhance the overall improvement programme planned for 2020-2022.</p> <p>These focus areas were around.</p> <p>1: Chronology, risk assessment and protection planning tools and templates need to be standardised to ensure a standardised approach and single templates used by all adult services and partners.</p> <p>2: The Practice Standards and Operating procedures should be updated to provide a more consistent approach to critical elements of adult support and protection work including risk assessment, support planning and decision to progress with ASP process strengthening peoples understanding of the conditions around where and when it applies.</p> <p>3: The Partners should review its key processes documentation to ensure it more accurately records matters in relation to the three-point-test.</p> <p>4: The partnership's quality assurance performance framework needs further developed and more consistently applied based on previous audit findings.</p> <p>5: The partnership needs to scrutinise quality assurance activity more thoroughly and accelerate the speed of change and improvement work.</p> <p>The action plan has been completed and signed off by the APC and COG. The Inverclyde Adult Support and Protection Partnership Audit and Quality Improvement Plan 2021-22 Update will be submitted to the IJB in September 2023.</p>	GREEN
3.2	We will continue to deliver our Clinical and Care Governance Plans and ensure appropriate reporting on	CD/Chief Nurse	Clinical and Care Governance systems continue to operate as per schedule of meetings.	AMBER

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	feedback and learning to be presented to HSCP Clinical and Care Governance group and IJB	Hector MacDonald / Laura Moore	Action plan requires review particularly around Quality Improvement. No resources have been available to support this work and the plan requires to be revisited.	
3.3	We will fully implement the national Child Protection Guidance with a strengthened focus on children's rights, engagement with families and more holistic approaches to reduce stressors on families and communities	Head of Children and Families Jonathan Hinds	Draft procedures have been created in partnership with other HSCPs reflecting the new National Guidance. The procedures are being intensively scrutinised by multi-agency partners, CPC, practitioners, and the Chief Social Work Officer. Work will be planned throughout August and September to ensure full implementation by the end of September 2023 – this will include briefing notes, learning sessions and dissemination across all agencies involved in child protection. Together with a Third sector partner we have enhanced the availability of early help and support at the point of referral to children and families social work – this test of change aims to show a decrease in family crisis and children and young people, and their families more effectively diverted from statutory and child protection processes. Our Third sector partner is also providing family group decision making, supporting families to lead their own support and plans alongside services.	AMBER
3.4	We will continue to support the national Child Abuse Enquiry as required and implement learning and recommendations once available	Head of Children and Families Jonathan Hinds	Response to the Scottish Child Abuse Inquiry (SCAI) in terms of section 21(2)(a) of the Inquiries Act 2005 was provided on use of restraint (June 2023). Council has been granted Leave to Appear for phase 8 of the Inquiry Hearing: “the abuse of children in residential accommodation for young offenders and children, and young persons in need of care and protection”; likely to be early 2024.	AMBER
3.5	We will roll out trauma informed approaches across all HSCP staff and commissioned services to	SM Criminal Justice Audrey Howard	Progress continues to be made with the roll out of trauma informed practice training across the HSCP and our third sector partners through the test of change of the Women's Project. To date a total of 42 leaders and senior managers have completed the Scottish	GREEN

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	<p>ensure delivery of trauma informed services</p>		<p>Trauma Informed Leadership Training (STILT). Another 21 staff members from across the HSCP and partner agencies have completed the Level 3 Trauma Enhanced Training (Safety & Stabilisation) with another 30 staff members due to participate in this training at the end of August 2023. A roll out of Level 1 Trauma Informed and Level 2 Trauma Skilled training for Business Support and Administrative staff across the HSCP and partner organisations is currently being progressed with support from Inverclyde's Trauma Informed Practice Lead Officer (date to be confirmed). We are currently awaiting publication of the Quality Improvement Framework from the Scottish Government which is a document that will enable us to track progress in developing and embedding trauma informed practice and policy across all Service areas. Presently, we are on track to complete the roll out of trauma training to all staff identified as part of the test of change for the Project. Going forward the learning from this test of change will also inform the wider roll out of trauma training across all service areas in the HSCP.</p>	
<p>3.6</p>	<p>We will continue to progress the Woman in Criminal Justice System Project</p>	<p>SM Criminal Justice Audrey Howard</p>	<p>The Women in Justice Support Group meet on a weekly basis every Tuesday afternoon at Unit 6 in Port Glasgow. The Group is facilitated by two staff members and women with lived experience of the Justice System. The women have the opportunity to obtain peer support and feel valued, listened to, and treated with respect. Their past experiences of trauma are also recognised and accepted. There is a semi-structure to the Group in terms of the day, time, and venue but the group discussions are facilitated and driven by the women themselves. Group sessions have focused on discussing the underlying reasons for female offending, anger management and emotional regulation, alcohol & drug problems, domestic abuse, and healthy relationships and there have also been sessions on responsibility-taking, poor choices, and decision-making.</p> <p>Part of the work of the Women in Justice Support Group involves working with the women to make small changes to the Justice System, which will lead to wider systemic and cultural change.</p>	<p>GREEN</p>

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			<p>Integral to this is involving the women in re-designing and co-designing elements of Justice Services, using the voice of experience. The women have recently completed an explanatory leaflet for Court which they designed themselves in terms of what it would be useful to know when attending Court. This leaflet has been widely circulated locally within relevant services and organisations and the women are about to start work on other useful guides around Community Payback Orders and Bail Supervision.</p> <p>An important part of our work is in strengthening pathways out of offending and into volunteering, training, and employment for women and this has already brought success to one of our group members. We are currently working with several other services and our third sector partner agencies to develop this area further.</p>	
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Big Action 4	Key Deliverable	Lead	Progress	RAG
4.1	We will undertake and complete the Review of our internal and external Care at Home Services	SM Care at Home Joyce Allan / Janis Delaney	The Care at Home review is near completion, with some of the recommendations already approved by CMT and IJB for implementation on 1st August 2023. The service is working on a draft review report which will detail the information collated by the four sub-groups and be presented at the next Review Meeting.	GREEN
4.2	We will continue to deliver the range of work related to Unscheduled Care with a focus on prevention of admission and improving discharges.	SM Independent Living/ Chief Nurse Debbie Maloney / Laura Moore	We have set up the operational group to support this and have now had two meetings of this group with key operational managers. Our Work on Frailty, Falls and Maximising Independence has been reported to the UC strategic group along with data on prevention of admission. We are prioritising the main work stream with an initial focus on Palliative care pathways, ACP's, ED and fast track discharges, 7-day AHP and equipment provision. We are gathering intelligence on frequent attenders, and high incidence of medical conditions to look at whether there are opportunities to be more proactive in these areas.	GREEN
4.3	We will continue to support the development of the Care Home Collaborative Team for NHSGGC through the hosting agreements for Hub 5.	Chief Nurse Laura Moore	Governance processes are in place across GGC to support the collaborative. The Care Home (CHC) team continues to develop and the GGC wide CHC Steering Group chaired by Laura Moore ensures momentum, operational delivery and support as well as enabling Nursing professional leadership. The Care Home Collaborative Oversight Group chaired by the Board Nurse Director provides a regular approach to professional nursing leadership, support, oversight, and governance specifically regarding care quality. The oversight group provides strategic direction for the development and delivery of the Collaborative and Hub model and reports directly to the Corporate Management Team. Locally CHAT visits continue to be rolled out six monthly and a new tool is in development across GGC. A schedule of training is now available to care homes in addition to numerous new resources from	GREEN

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			<p>the CHC, these are all available on the CHC website and are advertised on the regular newsletter, all of which is shared locally with all our care homes.</p> <p>Chief Nurses have met to review progress of the Collaborative in Q1, and a further stakeholder event is to be held for wider commissioning teams in Autumn 2023.</p>	
4.4	We will deliver the new Community Learning Disability model to provide transformational support for our learning-disabled clients	<p>SM Learning Disability</p> <p>Laura Porter</p>	<p>The integrated Learning Disability service has continued to develop and used the Community Living Change Fund to appoint new staff at the start of this financial year, a Health Care Support Worker and a Transitions Coordinator. These new posts will help the team improve transitions planning and assist adults with Learning Disability to attend health appointments and meet other healthy living outcomes.</p> <p>The Hub programme board continues to meet regularly to progress our £9.5 million new build project and some key stages have been met in recent months. The design is at RIBA stage 4 and a detailed Planning Application was submitted in March, so we await planning permission and the building warrant to progress site clearance and enabling work. Contractors have been appointed and market testing is underway. The new Community Hub will allow co-location of NHS, Care management and Day opportunities staff and include an A-zone with better facilities for people with Autism.</p>	GREEN
4.5	We will continue to work to ensure appropriate Out of Hours services are available for the Inverclyde community	<p>HoS H&CC</p> <p>Alan Best</p>	<p>Out of Hours (OOH) provision delivered via a number of routes. GP Out of Hours (GPOOH) service in NHS Greater Glasgow and Clyde (NHSGGC) provides medical assistance to patients out with normal GP surgery hours. Patients can access the GPOOH service in the evenings, overnight and across the whole weekend by contacting NHS 24 or by direct referral from other service providers. Advice and care are accessible through several methods including phone or video consultation, face to face at an OOH Primary Care Centre or</p>	GREEN

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			home visits for those that need care at home. Local OOH is provided at IRH, which remains operational on a Saturday from 8am – 2pm.	
4.6	We will continue to work with our wider primary care partners to implement the Primary Care Improvement Plan	SM Primary Care, HI and New Scots Alan Best	The Primary Care Improvement Plan has evolved into a wider Primary Care Transformation agenda which draws on our partners and the wider primary care network through our Governance Structure namely Primary Care Transformation Group, Memorandum of Understanding (MOU) Development Group, our Population Engagement Group and both workforce and patient information sessions.	GREEN
4.7	We will continue to support and ensure carer engagement to help develop and shape services	SM Assessment and Care Management Alan Brown	<p>There have been three carer engagement sessions undertaken in 2022/ 2023 as part of the work to update the Carers Strategy for Inverclyde. A carers survey questionnaire was undertaken with more than 240 responses.</p> <p>Plans are being made for a focus group event to be undertaken in September 2023 at the Beacon Arts Centre to engage with as many carers as possible. This will allow us to consolidate all the information and feedback received to inform the strategy.</p> <p>Work is ongoing to develop a carers checklist leaflet. The leaflet will be circulated to all GP surgeries, HSCP and partner services. It will be used to target hidden carers registered with local GP's and raise awareness of available carers supports.</p>	AMBER
4.8	We will continue to work towards a strategic approach to end of life care in Inverclyde.	Chief Nurse Laura Moore	<p>A Strategic group for Inverclyde has now been commenced and work is underway to identify key areas for strategy development. We have successfully managed to get a GP and Acute rep on the group.</p> <p>New national strategy was expected this year – this is not now likely to happen, but a GGC wide group has commenced, and LM is on this group to lead on the way forward for GGC which ensures Inverclyde HSCP is well linked in</p>	GREEN

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<p>4.9</p>	<p>We will implement a new model for homeless services within Inverclyde to support people where possible in their own tenancies</p>	<p>HoS MH, ADRS and Homelessness Gail Kilbane / Lesley Cockburn</p>	<p>Change programme underway. Overseen by Programme Board. Change Lead, Wellbeing Co-ordinators, and Rapid Rehousing Support Officers recruited and in post. Workplans developed via six subgroups to undertake options appraisal work on new service/staffing model, supported by RRTP implementation.</p>	
<p>4.10</p>	<p>We will continue to work toward delivering Inverclyde's Rapid Rehousing Transition Plan</p>	<p>HoS MH, ADRS and Homelessness Gail Kilbane / Lesley Cockburn</p>	<p>Two graduate interns under the direction of the Homeless Change Lead have undertaken the annual review process of our Rapid Rehousing Transition Plan for 2022/23. One of our graduates is now undertaking the responsibility as a Project Assistant (RRTP) specifically to monitor the performance of our teams in achieving the key objectives of the plan. A data dashboard is now in place collecting key statistics for achieving rapid rehousing. Key indicators include, 200 approaches to the service since 1 April 2023, 36 active prevention cases, a current homelessness caseload of 129 and a prevention caseload of 187, void turnaround times are down and our current and former tenant arrears have reduced, we currently have 54 households being supported through our Housing First approach 29 of who are sustaining a Scottish secure tenancy, we continue to decommission the Inverclyde Centre with only 17 rooms currently occupied and case duration is down from 25.4 weeks to 10.2 weeks at the end of July.</p>	<p>GREEN</p>

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Big Action 5	Key Deliverable	Lead	Progress	RAG
5.1	We will continue to commission and expand recovery and support communities for those affected by drugs and alcohol	ADP Gail Kilbane / Adam Smith	ADP funding committed to recovery communities. Roll out of community recovery activity through third sector partners. ADRS and all partners adopted Trauma Informed approach to support. NFO/Assertive outreach continues to grow. Spending plan updated to develop wider awareness and recovery through education, justice, children's services, ADRS and wider community.	GREEN
5.2	We will deliver on the Medication Assisted Treatment (MAT) standards across all services within the Alcohol and Drug Partnership	ADP Gail Kilbane / Susan Crawford	Full implementation of MAT 1-5 in line with reporting requirements. All process and numerical standards fully implemented. Work plan in place to ensure robustness of experiential evidence with key partners. Workplan in place to ensure full implementation of MAT 6-10 by April 2024 is achieved	AMBER
5.3	We will develop a residential rehabilitation pathway for people affected by drugs and alcohol and increase the number of people from Inverclyde accessing these residential services	ADP Gail Kilbane / Adam Smith	Residential Rehab pathway developed. RR Nurse in post to support transition into RR. TPS recruiting to Lead Practitioner. Recruitment to temp funded posts difficult to achieve. Local funding to block book two residential rehab beds in Jericho House.	AMBER
5.4	We will continue to work with our NHS GGC partners to deliver smoking prevention and cessation within Inverclyde	SM Primary Care, HI, and New Scots Emma Cummings	GGC deliver this at Board level across all Partnerships. The Quit your Way programme continues.	GREEN

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Big Action 6	Key Deliverable	Lead	Progress	RAG
6.1	We will implement Care Opinion to ensure a consistent means of evidencing that feedback is being requested and that staff and the public can see what changes have occurred as a result	Chief Nurse Laura Moore	Care Opinion has been implemented from June 2022. As of August 2023, there have been 18 pieces of feedback received and 83% of this feedback is not critical of services. There is a Care Opinion Implementation Group that is chaired by the Chief Nurse and supported by HSCP staff, NHS Greater Glasgow and Clyde and Third Sector organisations. There will be a report to the SMT in October 2023 to review progress and the continued use of Care Opinion as a means of providing visible feedback for all staff and the residents of Inverclyde. There has been a 147% increase in stories from all residents of Inverclyde between 2021 / 2022 to 2022/2023 and this is a good indicator of the impact of local promotion.	GREEN
6.2	We will use our complaints process to ensure continuous learning and development of quality services	SM Business Support and Advice Services Vacant (in interim Craig Given)	Work underway for training sessions to develop our head of service / managers on the HSCP complaints process. Training will commence in November 2023. We are also working on an in-house review of our overall complaints process.	GREEN
6.3	We will continue to deliver on the Market Facilitation and Commissioning Plan and support providers to be ready to tender for future contracts	SM Commissioning Arlene Mailey	Market facilitation progressing with providers, service users and families. Work underway with day care contract, homecare contract and carers centre. CVS currently working with providers to support tender process.	GREEN
6.4	We will continue Inverclyde Cares to develop the four key focus areas of addressing stigma; supporting bereavement and loss; implementing the Kindness Award; and delivering the COVID-19 memorial project	CVS Chief Exec Charlene Elliot	In agreement with Inverclyde Cares programme board and key partners (HSCP, Ardgowan Hospice and CVS Inverclyde), Compassionate Inverclyde is being developed to become an independent organisation. The new organisation is expected to be operational by early 2024.	GREEN

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			<p>The drug and alcohol stigma training module content are being developed in collaboration with people with lived experience, cross-sectoral partners, and a local filmmaker. The module is scheduled to be launched the week after the National Recovery Walk.</p> <p>The Covid-19 Memorial activity, Remembering Together, is being taken forward in Phase 2 by Rig Arts.</p>	
6.5	We will take forward locality planning through the establishment of locality planning groups for the HSCP, linking with key partners and our community	SM Planning and Performance	Successful locality planning group information sessions have been delivered and attended by a variety of our stakeholders; several parties have shown interest in joining our Locality groups. Joint work is ongoing with our community councils with a view to having the first of our locality planning group meetings in September.	AMBER
6.6	We will develop our HSCP workforce plan with a key focus on supporting the health and wellbeing of our staff and our commissioned partners' staff	SM Planning and Performance	A three-year Workforce Plan 2022 - 2025 was presented and approved at the Integration Joint Board in November 2022. An updated Workforce Plan action plan was approved at the June 2023 IJB meeting. An update on our action will be reported to IJB in November. Agreed to establish an HSCP Workforce Group to take forward plan.	AMBER
6.7	We will continue to develop initiatives and campaigns to support our communities through COVID-19 recovery	CVS Chief Exec Charlene Elliot	Through funding from Inverclyde HSCP, CVS Inverclyde and Your Voice will develop a Wellbeing Campaign which will run from September 2023 – March 2024 and will mirror previous activity, highlighting support which is available within the community.	GREEN
6.8	We will continue to develop Capital investments to support sustained delivery and improvement of services	HoS Finance, Planning and Resources Craig Given	HSCP continues to work with our partners in Council and Health on our current capital requirements. Main project is the LD hub at present. Inverclyde HSCP is also represented at the NHS Capital Group, in line with the Moving Forward Together (MFT) strategy in providing a clear plan for change.	GREEN
6.9	We will review and deliver the HSCP Digital Strategy which encompasses all aspects of staff, service, and user delivery	SM Business Support and Advice Services	Due to staff shortages at manager level, this piece of work has been put on hold until new post holder comes in to post.	AMBER

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		Vacant (in interim Craig Given)		
6.10	We will deliver the replacement recording system to support health and social care delivery	SM Finance Marie Keirs	Due diligence around discovery phase of implementation of ECLIPSE system has been conducted, and a notice has been issued to OLM requesting a rectification plan and detailed implementation plan with regard to delays/issues by 28 th August 2023.	AMBER