



RISK, AUDIT AND PERFORMANCE COMMITTEE

Date of Meeting	22 June 2021
Report Title	Delivery of Leadership Team Objectives
Report Number	HSCP.21.072
Lead Officer	Alex Stephen, Deputy Chief Officer and Chief Finance Officer
Report Author Details	Name: Alison MacLeod Job Title: Lead Strategy and Performance Manager Email Address: alimacleod@aberdeencity.gov.uk
Consultation Checklist Completed	Yes
Appendices	A Leadership Team Objectives B Huddle Arrangements C Map of Performance Reporting

1. Purpose of the Report

- 1.1. The purpose of this report is to provide assurance to the Risk, Audit and Performance (RAP) Committee on the arrangements in hand to monitor and report on delivery of the 2021/22 Leadership Team Objectives.

2. Recommendations

- 2.1. It is recommended that the Risk, Audit and Performance Committee:
- a) Note the arrangements described in this report and the accompanying appendices for the delivery of the Leadership Team Objectives and monitoring progress.
 - b) Instructs the Deputy Chief Officer to submit progress reports to the 23 September 2021, 21 December 2021 and 1 March 2022 meetings of the RAP Committee.



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3. Summary of Key Information

- 3.1.** On 23 March 2021 the Integration Joint Board (IJB) approved the Leadership Team Objectives for 2021/22. As outlined in Appendix A, 5 high level objectives were agreed: -
1. Staff Health and Wellbeing
 2. Reshaping our relationship with our communities
 3. Reshaping our commissioning approach
 4. Whole system and connected remobilisation
 5. Living and responding to Covid.
- 3.2.** Each of the objectives has a range of projects associated with its delivery. These projects have been grouped into programmes and each has a lead officer from the Leadership Team allocated as being responsible for the delivery of it.
- 3.3.** The programmes have been further grouped into three “huddles” entitled Right Way, Right Care and Right Place. Relevant lead officers from the Leadership Team form the membership of each huddle. The huddle has collective responsibility for delivery of all the programmes and projects within its remit. This collaborative approach was adopted during the delivery of Operation Home First and Operation Snowdrop during the response to Covid and it proved very successful. The approach has the benefit of bringing multiple perspectives to problem solving using a mixture of Action Learning Set (ALS) and Appreciative Inquiry (AI) methodology.
- 3.4.** Programme and project management resource has been allocated from the Strategy and Transformation team to support delivery of the Leadership Team Objectives and a formal project management and Managing Successful Programmes (MSP) approach will be adopted. It should be noted that the team is currently undergoing organisational change and not all the resource is currently in post. Projects will be phased to accommodate delivery within the existing resource with a plan to scale up as vacant posts are filled.
- 3.5.** The Project Managers (PMs) will lead project teams consisting of Business Change Managers from services and staff from enabling functions whose expertise will be vital for project success. PMs will develop project plans along with any necessary project documentation. They will also be responsible for ensuring the project makes appropriate progress within the required timescales, undertaking relevant reporting and communication, and escalating any risks or issues.



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- 3.6. The Programme Managers will coordinate and oversee groups of programmes, ensuring benefits are delivered as expected, dealing with any risks or issues escalated, and managing any interdependencies between projects. The Programme Manager can also escalate risks and issues to the Leadership Team should they be unable to resolve these themselves.
- 3.7. The huddles will meet regularly at a frequency to be determined by each huddle themselves, but these meetings will be no less than weekly. Each of the huddles connects into the daily Leadership Team Huddle for situational awareness and further escalation/discussion of any wicked issues. Key decisions will be referred to the Executive Programme Board particularly should it be deemed necessary to request a decision of the Integration Joint Board.
- 3.8. The Leadership Team Objectives detail some key performance measure that will be used to measure success. Each project and programme will identify additional relevant performance measures. Collectively these will be brought together into a Performance Dashboard which will be reported on a regular basis to each huddle, to the Leadership Team Huddle, to the Executive Programme Board and to the Risk, Audit and Performance Committee.
- 3.9. Appendix B is an illustration of huddle make-up, remits, in terms of programmes and projects, and sample initial performance measures. The performance data will develop as the scope of the projects is explored and agreed. Some of the measures are already used within our Strategic Plan Dashboard, Operation Home First Evaluation Framework or as indicators for the Local Outcome Improvement Plan (LOIP) Stretch Outcomes. Appendix C shows how the Strategic Plan Key Performance Indicators map to these other reporting frameworks. It also lists the additional initial measures identified specifically for the Leadership Team Objectives.

4. Implications for RAP

- 4.1. **Equalities** - The Leadership Team Objectives were agreed as part of the Medium-Term Financial Framework, for which a full equalities and human rights impact assessment has been undertaken. The assessment, on the whole, was positive in relation to the impact on equality and diversity within Aberdeen, however any equality impacts of individual project work will be kept under review.



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- 4.2. **Fairer Scotland Duty** - The Leadership Team Objectives were agreed as part of the Medium-Term Financial Framework, for which a full equalities and human rights impact assessment has been undertaken. The assessment, on the whole, was positive in relation to the impact on our Fairer Scotland Duty. The potential impacts of individual project work will be kept under review.
- 4.3. **Financial** – Delivering the Leadership Team Objectives is key to ensuring financial sustainability of the partnership. Existing resource from within existing budgets is being utilised.
- 4.4. **Workforce** - Resource to evaluate the impact of the Operation Home First programme has been identified and mobilised. Capacity was identified and mobilised to backfill the affected areas.
- 4.5. **Legal** - There are no direct legal implications arising from the recommendations in this report.
- 4.6. **Carers** – There are no implications for Unpaid Carers arising directly from the recommendations in this report.
- 4.7. **Covid-19** – Delivery of the Leadership Team Objectives will be undertaken with cognisance to the relevant guidance in relation to Covid-19. Most work continues to be carried out remotely and where it is necessary to get groups of staff together this is done in an environment where they can remain safely distant, wearing face masks, with good ventilation and access to hand washing or sanitising.
- 4.8. **Other** - none

5. Links to Aberdeen City Health & Social Care Partnership Strategic Plan

- 5.1. The Leadership Team Objectives contribute to the delivery of the Strategic Plan as follows:

Staff Health and Wellbeing – supports the enabler of Empowered Staff.

Reshaping our relationship with our communities – supports both the Prevention aim - promoting positive health and wellbeing, and the Resilience aim - promoting and supporting self-management and independent living for individuals.

Reshaping our commissioning approach – supports our enabler of Principled Commissioning.



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Whole system and connected remobilisation – supports delivery of the Personalisation aim ensuring right care, right place, right time.

Living and responding to Covid – focuses on resilience in our communities particularly those communities that have been worse affected by Covid. It contributes to the Prevention aim - addressing the factors that cause inequality in outcomes in and across our communities.

6. Management of Risk

6.1. Identified risks(s) -

There is a risk, if the Leadership Team Objectives are not delivered as expected, that, not only will delivery of the Strategic Aims, Commitments and Priorities be negatively impacted but also that this will also impact on delivery of the Medium Term Financial Framework.

6.2. Link to risks on strategic or operational risk register:

This report links to Risks 2, 5 and 7 on the Strategic Risk Register.

2. There is a risk of financial failure, that demand outstrips budget and Integrated Joint Board cannot deliver on priorities, statutory work, and project an overspend.

5. There is a risk that the IJB, and the services that it directs and has operational oversight of, fail to meet both performance standards/outcomes as set by regulatory bodies and those locally-determined performance standards as set by the board itself. This may result in harm or risk of harm to people.



7. Failure to deliver transformation at a pace or scale required by the demographic and financial pressures in the system.



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6.3. How might the content of this report impact or mitigate these risks:

This report sets out the arrangements to ensure delivery of the Leadership Team Objectives which will be monitored in an open and transparent way with the opportunity for scrutiny by the RAP Committee who will be able to hold the Leadership Team to account.

Approvals	
	Sandra Macleod (Chief Officer)
	Alex Stephen (Chief Finance Officer)