



## RISK, AUDIT AND PERFORMANCE COMMITTEE

<b>Date of Meeting</b>	1 March 2022
<b>Report Title</b>	Leadership Team Objectives – Progress Update 21/22
<b>Report Number</b>	HSCP.22.012
<b>Lead Officer</b>	Alex Stephen, Deputy Chief Officer and Chief Finance Officer
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<b>Consultation Checklist Completed</b>	Yes
<b>Appendices</b>	Appendix A - Leadership Team Objectives Progress 21/22

### 1. Purpose of the Report

- 1.1. The purpose of this report is to provide an update to the Risk, Audit and Performance Committee (RAPC) on progress on the delivery of the 2021/22 Aberdeen City Health and Social Care Partnership (ACHSCP) Leadership Team Objectives.
- 1.2. RAPC on 22 June 2021 agreed that progress reports would be submitted to the September 2021, December 2021 and March 2022 meetings.

### 2. Recommendations

- 2.1. It is recommended that RAPC:
  - a) Notes the progress update in relation to the delivery of the ACHSCP Leadership Team Objectives.



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### **3. Summary of Key Information**

- 3.1.** At the meeting of RAPC on 22 June 2021, report HSCP.21.072 outlined the proposed plans for delivering and monitoring the 2021/22 Leadership Team Objectives which included organising the objectives into projects and programmes; allocating support; creating Huddles to oversee delivery; identifying key performance measures; and developing a Performance Dashboard.
- 3.2.** The project and programmes that support the Leadership Team Objectives have been prioritised as the team has been unable to support all of them as planned at this time.
- 3.3.** Appendix A contains a visualisation of the progress made to date on our development. There has been progress made on a number of the projects against the current Leadership Team Objectives. Within Appendix A we have tabled each project under their relevant objective detailing whether this project will be taken forward as “business as usual” or as an objective going forward.
- 3.4.** Staff Health and Wellbeing continues to be at the forefront of the Leadership Teams Objectives. There was concern over the impact COVID-19 related absences could have on service delivery and this initiated development of a daily staffing report which details vacancies, annual leave and absences of all types per service. This has proved to be an invaluable monitoring tool to identify potential problem areas enabling pre-emptive action to be taken which ensures our services continue to be safe. This tool confirmed our understanding that the most disruptive impact on service delivery is the number of staff absent due to psychological issues such as anxiety and stress. This has continued over the 3 quarterly reports, however, there has been a good uptake for the Health Working Lives therapies and wellbeing support being arranged for staff. The annual iMatters Staff Survey Report has been concluded and an action plan is now in place.
- 3.5.** We are developing our data and performance dashboard alongside the refresh of the Strategic Plan performance framework. The resultant framework will consist of key performance measures which demonstrate delivery of the Strategic Plan.



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### 4. Implications for RAPc

- 4.1. **Equalities, Fairer Scotland Duty and Health Inequalities** - The Leadership Team Objectives were agreed as part of the Medium-Term Financial Framework (HSCP.21.025, Integration Joint Board 23 March 2021) for which a full equalities and human rights impact assessment was undertaken. The assessment, overall, was positive in relation to the impact on equality and diversity within Aberdeen, however any equality impacts on individual project work will be kept under review.
- 4.2. **Financial** – Delivering the Leadership Team Objectives within existing budgets is key to ensuring financial sustainability of the ACHSCP.
- 4.3. **Workforce** – The Leadership Team Objectives are to be delivered using existing resources although as noted in paragraph 3.2 above that the recruitment process is underway to bring the Strategy and Transformation team to full capacity.
- 4.4. **Legal** - There are no direct legal implications arising from the recommendations in this report.
- 4.5. **Carers** – There are no implications for Unpaid Carers arising directly from the recommendations in this report.
- 4.6. **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.
- 4.7. **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:



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**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.

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

**Living and responding to COVID-19** – focuses on resilience in our communities particularly those communities that have been worse affected by COVID-19. 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 of ACHSCP be negatively impacted, but will negatively 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 Integration Joint Board, and the services that it directs and has operational oversight of, fail to meet both performance



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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.

### 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 RAPC who will be able to hold the Leadership Team to account.

Approvals	
To be added	Sandra Macleod (Chief Officer)
To be added	Alex Stephen (Chief Finance Officer)