

Ref	Project Description	Project Name	Leadership Team (SRO)	End Date	Notes	Category	Benefits	Resource	Links to Budget
<b>COMMISSIONING</b>									
KPS23	Deliver robust arrangements for medical cover for care settings	Medical Cover for Care Settings	Strategic Change Lead	Sep-23	New project for Year 2. Must be delivered prior to KPS11 Flexible Bed Base	FTP	Ensures safe care is delivered within care settings.	PM S&P	Primary Care
SE14	Review availability of the range of independent advocacy and implement any recommendations from the review	Review range of independent advocacy	Commissioning Lead	Jun-24	New project due to start Y2 and continue to Y3	FTP	Those who require it, have access to advocacy to ensure their voice is heard	SPM S&P	Commissioning
SE17	Develop and deliver the Procurement Workplan incorporating our commissioning principles so that our commissioning is ethical, creative and co-designed and co-produced with partneers and communities.	Transformation of Commissioning Approach	Commissioning Lead	Mar-25	Ongoing 3 year project amalgamating all of the projects relating to commissioning principles ensuring these are adopted within the Procurement Workplan	BAU	Ensures the timely commissioning of social care services that are ethical, creative, co-designed, and co-produced.	SPM S&P	Commissioning
<b>COMMUNITIES</b>									
CT03	Confirm the accuracy and accessibility of the map of existing universal and social support and work with partners and the community to develop services to meet any identified gaps	Support Mapping	Lead for Strategy and Transformation	Sep-23	Ongoing - project due to commence and complete Y2. Slight reword to reflect some mapping already exists	BAU	Provides a directory of services highlighting what is available and where there are gaps to inform improvement activity.	PM S&P	Strategy and Transformation
CT07	Continue to develop and evaluate the Northfield Hub as a test of change for cross-sector, easily accessible, community hubs where a range of services coalesce, all responding to local need, to feed into a wider initiative on Priority Intervention Hubs.	Priority Intervention Hubs	Rehabilitation AHP and Rehabilitation Lead	Mar-25	Ongoing 3 year project. Reworded to focus initially on the evaluation of Northfield as a test of change before deciding next steps. Links to CTACs	FTP	Provides evidence base for future direction and investment.	PM S&P	?
CT08	Develop the membership and diversity of our Locality Empowerment Groups	Develop LEGs	Lead for Strategy and Transformation	Mar-25	Ongoing, 3 year project, with CPA partners.	BAU	Increases our opportunities to engage with communities and hear the voices of seldom heard groups.	PHCs/ACC Community Team	Strategy and Transformation
CT09	Increase community involvement through existing networks and channels	Increase community involvement	Lead for Strategy and Transformation	Mar-25	New project due to commence Y2, continues to Y3. Link to new Community Empowerment Strategy and new Stretch Outcome in LOIP	BAU	Compliments the LEGs providing an alternative means of engaging with those who do not want to or do not have the capacity to participate in the LEGs	TPM Communities/CLD Manager	Strategy and Transformation
CT10	Deliver Integrated Locality Plans and report on progress	Deliver Integrated Locality Plans	Lead for Strategy and Transformation	Mar-25	Ongoing, 3 year project. Focus on refresh of LEGs and Locality Planning expectations. Connecting and reporting of HSCP Locality Activities to the Locality Planning process.	BAU	Delivers a programme of collaborative, outcome focussed projects identified by the community and delivered within localities through our joined up locality planning arrangements.	PHCs/ACC Community Team	Strategy and Transformation
CT11	Ensure the use of Our Guidance for Public Engagement is embedded	Public Engagement	Lead for Strategy and Transformation	Mar-25	Year 1 project extended into Y2 due to lack of capacity NB: Engagement officer now in post. Scope also broadened beyond just training staff so will continue into Y3.	BAU	Supports the integration principle of ensuring services are planned and led locally	Engagement Officer	Strategy and Transformation

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CT12	Promote the use of Care Opinion to encourage patients, clients, carers and service users to share experiences of services, further informing choice.	Care Opinion Promotion	Lead for Strategy and Transformation	Mar-25	Year 1 project extended into Y2 due to lack of capacity. Will continue into Y3	BAU	Provides valuable feedback for improving current service delivery and planning for the future	SPM and PO Data	Strategy and Transformation
PIH08	Co-design Aberdeen as an Age Friendly City which supports and nurtures people to get ready for their best retirement and promotes the development of a social movement to encourage citizens to stay well and stay connected within their communities.	Community Intervention	Commissioning Lead	Jun-23	New Project for Y2 will continue to Y3. Although links to Stay Well Stay Connected and the prevention agenda, it has very much a community focus.	BAU	By better preparing people for retirement and ageing well it is hoped to reduce future demand for health and social care services	Wellbeing Team, Business Support	Strategy and Transformation/ Business Support
SE11	Explore ways we can help people access and use digital systems	Access to Digital	Lead for Strategy and Transformation	Mar-25	Ongoing 3 year project	BAU	Supporting the digitally disadvantaged to cope with the increasing use of technology in health and social care	Wellbeing Team	Strategy and Transformation
<b>DIGITAL</b>									
AFHL03	Make Every Opportunity Count by-ensuring patients, clients and their carers are signposted to relevant services for help.	MEOC	Lead for Strategy and Transformation	Mar-25	Ongoing, 3 year project, link to LOIP project and CT03 Support Mapping. Needs to consider digital solutions, making every place count.	BAU	Making the most of every contact with clients and patients, understanding their needs and ensuring they have the right information to be able to meet these needs.	PHC/SPM Digital	Strategy and Transformation
SE05	Support the implementation of digital records where possible	Digital Records	Lead for Strategy and Transformation	Mar-25	Ongoing 3 year project. Generally relates to several digital projects Morse, SPOC etc. and the intention to create electronic records and referrals	BAU	Improved access to shared information and greater efficiency in ways of working saving staff time and enabling us to do more with the same or less.	SPM Digital	Strategy and Transformation
SE06	Support the implementation of Electronic Medication Administration Recording (EMAR) in our care homes.	EMAR Implementation	Lead for Strategy and Transformation	Dec-23	New project due to start and end in Y2. Test of Change to be taken forward with a small group of Care Homes. Timescale relates to ToC, further roll out may go into Y3	FTP	System will free up staff time in Commissioned Care Homes	SPM & PM Digital	Strategy and Transformation
SE07	Seek to expand the use of Technology Enabled Care (TEC) throughout Aberdeen.	Expanded Use TEC	Chief Social Worker	Mar-25	Ongoing 3 year project	BAU	Release capacity in the longer term to address unmet need and enable discharge.	PM Digital	Strategy and Transformation
SE09	Deliver a Single Point of Contact for individuals and professionals including a repository of information on health and social care services available, eligibility criteria and how to access	SPOC for Individuals/Professionals	Lead for Strategy and Transformation	Mar-24	Timeline extended and scope revised	BAU	Streamline access to services for clients, patients and professionals improving the client/patient experience	SPM Digital	Strategy and Transformation
SE10	Review the future use of Morse in Community Nursing and Allied Health Professionals	MORSE Review in CN/AHPs	Lead for Strategy and Transformation	Mar-24	New project due to commence in Y2 but timescale extended from May 23 to the end of Y2 to allow more time for usage and achieve a more meaningful evaluation (also will inform Grampian roll out).	BAU	Evaluation should identify capacity released and also inform the roll out Grampian wide. A proportion of the enterprise license and support costs would transfer to Shire and Moray achieving savings for ACHSCP	TPM & SPM Digital	Strategy and Transformation

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SE12	Deliver Analogue to Digital Implementation Plan	Analogue 2 Digital	Lead for Strategy and Transformation	Mar-25	Ongoing 3 year project. The Project Plan was developed in Y1. Project description has been reworded to reflect move into delivery phase. The plan details scheduled tasks.	FTP	Will allow continued use of Telecare (particularly Community Alarms linked to the RCC) following switchover from analogue to digital phone connections. There are costs associated with procurement and rollout which are being identified as part of the Project Plan	TPM A2DT	BAC and Strategy and Transformation
<b>FLEXIBLE BED BASE</b>									
KPS11	Build on our intermediate bed-based services to create 20 step-up beds available for our primary care multi-disciplinary teams (MDTs) to access.	20 Step-Up Beds	Chief Nurse	Sep-23	Ongoing project to Y2 - not due until Sept 23. Rosewell step up development; links to Woodlands. Dependant on delivery of KPS23 Medical Cover	FTP	Provides an alternative to hospital care diverting demand	TPM & SPM S&P	Strategy and Transformation
KPS12	Increase our hospital at home base with an ultimate ambition of 100 beds. These will be for Medical and Respiratory pathways, as well as the current Frailty, End of Life Care and OPAT pathways.	H@H Beds 100	Chief Nurse	Sep-25	Ongoing, 3 year project. Scope will be considered as well as milestone targets for the remainder of the 100 beds until Sep 25	FTP	Provides an alternative to hospital care diverting demand and enabling prompt discharge.	TPM & SPM S&P	Strategy and Transformation
<b>FRAILITY</b>									
KPS13	Deliver the second phase of the Frailty pathway and undertake a review of implementation to date to identify further improvements to be incorporated into the programme plan.	Frailty Pathway 2nd Phase and Review	Chief Nurse	Mar-25	Second phase and review combined and extended timescale ongoing to Y3. Delivery may be impacted upon by other changes	FTP	Increases capacity and opportunity for care to be provided in people's homes both diverting demand from hospital and enabling prompt discharges.	TPM Data	Nursing and Strategy and Transformation
<b>HOME PATHWAYS</b>									
AFHL05	Develop and deliver local and sustainable system flow and return to home pathways with partners, supporting reduced hospital admission, delays in hospital discharge and out of area placements	Home Pathways	New Lead	Mar-25	Reworded 3 year project which no longer focuses solely on Complex Care. May wish to consider several sub projects with relevant support and resource allocation (MHL, Rehabilitation, ASW etc.)	FTP	New lead post to be at least self funding achieving solutions which are more cost effective than current arrangements - perhaps long term savings as a result.	Resource from multiple areas rather than dedicated	Multiple budgets dependant on solutions - support from Strategy and Transformation
<b>INFRASTRUCTURE</b>									
SE20	Develop an interim solution for the provision of health and social care services within the Countesswells housing development and work on the long-term solution	Health and Care in Countesswells	Primary Care Lead/Strategy and Transformation Lead	Mar-25	Project for interim solution extended into Y2 due to delays in development which will have a knock on effect to long-term solution not anticipated until Y3	BAU	Local service provision for the new residents of Countesswells	SPM & PM Infrastructure	Capital, Developer Obligations. Strategy and Transformation

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SE21	Assess future infrastructure needs and engage with partners to ensure these needs are met.	Infrastructure Plan	Lead for Strategy and Transformation	Mar-25	Ongoing 3 Year Project. Wording revised to reflect development of a long terms plan for use of assets. Previously scope was narrow in relation to PCPP but now broadened out.	BAU	Long term planning for future infrastructure needs	SPM & PM Infrastructure	Strategy and Transformation
<b>MHLD</b>									
AFHL07	Work with Children's Social Work and health services, to predict and plan for future Complex Care demand including developing and implementing a Transition Plan using the GIRFE multi-agency approach for those transitioning between children and adult social care services, initially for Learning Disabilities	Complex Care Future need and Transition	Community MHLD Lead	Mar-24	Ongoing to Y2 - Mar 24. Timeline extension agreed by SLT Dec 22. Slight rewording to reflect the need to plan and amalgamation with Transitions (CT06).	FTP	Improved planning and smoother transition between Children with Disabilities and Adult Learning Disabilities Services	SPM MHLD, PM S&P	MHLD
AFHL08	Deliver a capability framework for a workforce to support complex behaviour.	Complex Care Workforce and Skills Development	Community MHLD Lead	Sep-23	New project due to commence Y2. Reworded to clarify focus. Timeline extension to Sep 23, agreed by SLT Dec 22	FTP	A workforce skilled to care for those with complex needs.	SPM MHLD	MHLD
AFHL09	Progress the Grampian wide MHLD Transformation Programme monitored by the Portfolio Board	MHLD Programme	Lead for MHLD Inpatient and Specialist Services and CAMHS/Community MHLD Lead,	Mar-25	Ongoing 3 year project. Detailed reporting to the programme/portfolio board, performance of note, risk and issues will be highlighted to SLT/IJB	FTP	Transformation of MHLD services	SPM & PM MHLD	MHLD
AFHL09f	Develop a Mental Health triage approach in Primary Care to improve patient experience and promote self-management	Mental Health Triage in Primary Care settings	Community MHLD Lead	Mar-25	New project for Y2 and Y3	FTP	More efficient referrals with potential savings to GP time and improved outcomes for patients	SPM MHLD	MHLD
AFHL09g	Review strategy and arrangements for Autism/Neurodevelopmental including further development of the Autism Assessment service and expansion to include neurodevelopmental assessment	Autism and Neurodevelopmental Assessment	Community MHLD Lead	Mar-25	New project for Y2 and Y3	FTP	Expansion of service and reduction in waiting list	PM MHLD & SPM Strategy	MHLD
AFHL09h	Develop and implement approaches to support Suicide Prevention and alignment to national Suicide Prevention Strategy	Suicide Prevention	Community MHLD Lead	Mar-25	New project for Y2 and Y3	FTP	Reduction in completed suicides	PM MHLD	MHLD
<b>PREVENTION</b>									
PIH01	Reduce the use and harm from alcohol and other drugs including through the Drugs Related Deaths Rapid Response Plan	Alcohol & Drugs Reduction	Community MHLD Lead	Mar-25	Ongoing, 3 year project, slightly reworded	BAU	Reduction in use, harm and deaths from alcohol and drugs use	Simon Rayner, PHCs	ADP
PIH02	Deliver actions to meet the HIS Sexual Health Standards	HIS Sexual Health Standards	Lead for People and Organisation	Mar-25	Ongoing, 3 year project	BAU	Improved standards in delivery of Sexual Health Services	Lead for SHS	Sexual Health

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PIH04	Continue the promotion of active lives initiatives with our partners, for example the Physical Activity Academy, Active Travel etc.	Promote Active Lives	Lead for Strategy and Transformation	Mar-25	Ongoing, 3 year project	BAU	Improved population Health and Wellbeing and reduced demand on health and social care services	PHCs	Strategy and Transformation
PIH05	Reduce smoking prevalence across population and prevent e-cigarette and emerging tobacco produce use among young people.	Smoking Prevalence	Lead for Strategy and Transformation	Mar-25	Ongoing, 3 year project	BAU	Improved population Health and Wellbeing and reduced demand on health and social care services	PHCs	Strategy and Transformation
PIH06	Continue to deliver our Stay Well Stay Connected programme of holistic community health interventions focusing on the prevention agenda.	Deliver SWSC Prevention	Lead for Strategy and Transformation	Mar-25	Ongoing, 3 year project - now split by prevention and social isolation focus	BAU	Improved population Health and Wellbeing and reduced demand on health and social care services	PHCs, Wellbeing Team	Strategy and Transformation
PIH06a	Continue to deliver our Stay Well Stay Connected programme of holistic community health interventions focusing on social isolation.	Deliver SWSC Social Isolation	Lead for Strategy and Transformation	Mar-25	Ongoing, 3 year project - now split by prevention and social isolation	BAU	Improved population Health and Wellbeing and reduced demand on health and social care services	PHCs, Wellbeing Team	Strategy and Transformation
PIH07	Continue to contribute to the Grampian Patient Transport Plan (GTP) and the Aberdeen Local Transport Strategy (ALTS) encouraging sustainable and active travel.	Contribute to Transport	Lead for Strategy and Transformation	Mar-25	Ongoing, 3 year project	BAU	Improved population Health and Wellbeing and reduced demand on health and social care services	PM Infrastructure	Strategy and Transformation
<b>PRIMARY CARE</b>									
CT14	Improve primary care stability by creating capacity for general practice	Primary Care Stability	Primary Care Lead	Mar-24	Ongoing - minor changes to wording and extension to timescale	BAU	Improved sustainability of Primary Care Services	PC Team	Primary Care
CT15	Deliver the strategic intent for the Primary Care Improvement Plan (PCIP)	Deliver PCIP	Primary Care Lead	Mar-25	Ongoing 3 year project	FTP	No Financial Savings Anticipated	TPM PCIP	PCIP
CT18	Develop a vision for Primary Care	Deliver PCIP	Primary Care Lead	Mar-24	New project for Y2	BAU	Vision in place for future delivery of Primary Care Services	Primary Care Lead	N/A
<b>REDESIGNING ADULT SOCIAL WORK</b>									
CT01	Redesigning Adult Social Work enhancing the role of Social Work in playing a guiding role in the promotion of personalised options for care and support.	Redesigning Adult Social Work	Chief Officer for Social Work	Dec-24	Project extended to Dec 2024 (Year 3) as agreed at SLT	BAU	An adult social work service fit for the future with improved capacity, staff morale, recruitment and retention.	TPM & SPM S&P	Adult Social Work
<b>REHABILITATION REVIEW</b>									
KPS01	Develop a strategic planning framework for reviewing of rehabilitation services across ACHSCP /SOARS / Portfolio for phased implementation from April 2023. Each review should consider how partners in sports and leisure can assist in delivery of rehabilitation and will consider bed base requirements.	Strategic Planning Framework for Review Rehab	Lead for AHP and Rehabilitation	Mar-25	Reworded - will require further sub-projects added to the delivery plan once the strategic framework has been agreed.	FTP	Transformation of Rehabilitation Services	TPM, SPM S&P	AHP and SOARS

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KPS07	Undertake and implement a strategic review of the Neuro Rehabilitation Pathway	Strategic Review Neuro-Rehab	Lead for AHP and Rehabilitation	Oct-24	Ongoing - deadline extended as now encompassing implementation (was KPS08).	FTP	Transformation of Neuro Rehabilitation services	TPM, SPM and PM S&P	AHP and SOARS
<b>RESILIENCE</b>									
SE13	Develop a critical path for future budget setting and ongoing monitoring	Financial Monitoring	Chief Finance Officer	Mar-25	Ongoing 3 year project - reworded to reflect developmet of robust process for future years budget setting	BAU	Robust budget setting and monitoring	CFO, Accountants	N/A
SE15	Develop proactive, repeated and consistent communications to keep communities informed	Community Communications	Lead for Business Support, Communications and Contingency	Mar-25	Ongoing 3 year project	BAU	Informed communities and improved relationships	Communications Manager	N/A
SE23	Review Care for People arrangements	Care for People	Lead for Business Support, Communications and Contingency	Mar-24	New project for Y2	BAU	Improved Care for People arrangements	Care For People Group	N/A
SE24	Review SMOC arrangements	SMOC Review	Lead for Business Support, Communications and Contingency	Mar-24	New project for Y2	BAU	Improved, robust and sustainable SMOC arrangements	Lead for Business Support, Communications and Contingency	N/A
SE25	Create and adopt a Generic Emergency Plan to reflect Aberdeen city IJB's Cat 1 Responder responsibilities	Cat 1 Responder	Lead for Business Support, Communications and Contingency	Mar-24	New project for Y2	BAU	Plan in place to deliver on IJB statutory requirements in relation to Cat 1 Responder	Lead for Business Support, Communications and Contingency and ACC Emergency Planning	N/A
SE26	Preparing for and managing the transition to a National Care Service (NCS) through the Aberdeen City NCS Programme Board	NCS	Chief Operating Officer	Mar-25	New project for Y2	BAU	Preparations in place for forthcoming implementation of an NCS	NCS Programme Board	N/A
<b>SOCIAL CARE PATHWAYS</b>									
AFHL10	Explore opportunities for working with those on Social Work unmet need lists to help support them while they wait, or divert them from the list	Unmet need list support	Chief Officer for Social Work	Mar-25	Ongoing, 3 year project, reworded to reflect initial focus on unmet need	BAU	Potentially divert demand from ASW, Social and Secondary Care	ASW Team	ASW
CT02	Undertake a strategic review of specific social care pathways utilising the GIRFE multi-agency approach where relevant and develop an implementation plan for improving accessibility and coordination.	Strategic Review Social Care	Chief Officer for Social Work	Dec-25	Project extended to Dec 2025 (Year 3) as agreed at SLT.	FTP	Revised social care pathways with improved accessibility and coordination of services	TPM & SPM S&P	ASW
CT04	Implement the recommendations from the June 22 Adult Support and Protection inspection	ASP Recommendations Implementation	Chief Officer for Social Work	Mar-25	Ongoing, 3 year project	BAU	More robust and improved ASP arrangements	Lead Strategic Officer APP	ASP
CT05	Deliver the Justice Social Work Delivery Plan	Deliver JSW Plan	Chief Officer for Social Work	Mar-25	Ongoing, 3 year project	BAU	More robust and improved JSW services	Planning and Development Manager	JSW

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<b>STRATEGY</b>									
AFHL01	Deliver on our Equality Outcomes and Mainstreaming Framework, report on our progress to both the IJB and the Risk, Audit and Performance Committee and plan to revise the EOMF in advance of the 2025 deadline.	Deliver EOM Framework	Lead for Strategy and Transformation	Mar-25	Ongoing, 3 year project	BAU	Deliver statutory requirement and embed consideration of equalities in service delivery and design	SPM Strategy	Strategy and Transformation
AFHL02	Undertake and publish Health Inequality Impact Assessments, where relevant, for major service change, in conjunction with people and communities with the relevant protected characteristics ensuring that the requirements of the UNCRC are incorporated.	Publish HIAs	Lead for Strategy and Transformation	Mar-25	Ongoing, 3 year project reworded to reflect requirement of the UNCRC	BAU	Deliver statutory requirement and embed consideration of equalities in service delivery and design	SPM Strategy	Strategy and Transformation
AFHL04	Embed consideration of the impact of climate change in health and social care planning and in business continuity arrangements aiming to reduce our carbon footprint and deliver on our Net Zero emissions target.	Climate Change and NetZero	Lead for Strategy and Transformation	Mar-25	Ongoing 3 year project	BAU	Deliver statutory requirement and embed consideration of Climate Change in all partnership activities	SPM Strategy	Strategy and Transformation
CT17	Monitor and evaluate the impact of the Carers Strategy on an ongoing basis factoring in early preparations for the next revision	Monitor and Evaluate Carers Strategy	Lead for Strategy and Transformation	Mar-25	New project scheduled to start Y2.	BAU	Improved support for unpaid carers	SPM Strategy	Carers
KPS19	Help people to ensure their current homes meet their needs including enabling adaptations	Suitable Homes	Lead for Strategy and Transformation	Mar-25	Continue to Y2 and Y3. Reworded to focus on adaptations, reference to Telecare removed as picked up under SE07.	BAU	Adaptions maximised across all tenures	TPM Strategy	Strategy and Transformation
<b>WORKFORCE</b>									
SE01	Deliver the Workforce Plan	Develop Workforce Plan	Lead for People and Organisation	Mar-25	Ongoing project reworded to reflect that the strategy is now moving into delivery phase via delivery group.	BAU	Improved staff recruitment, retention and health and wellbeing	Workforce Plan Delivery Group	N/A
SE02	Develop and implement a volunteer protocol and pathway with a view to growing and valuing volunteering within the health and social care system	Volunteer Protocol Pathways	Lead for People and Organisation	Sep-23	Ongoing - project scheduled to start and finish in Y2	BAU	Support diversion of demand from services	Lead for People and Organisation	N/A
SE03	Continue to support initiatives supporting staff health and wellbeing	Staff Health & Wellbeing	Lead for People and Organisation	Mar-25	Ongoing 3 year project	BAU	Improved staff health and wellbeing	ODFs	N/A
SE04	Ensure our workforce are Trauma Informed	Trauma Informed Workforce	Lead for People and Organisation	Mar-25	Ongoing 3 year project reworded to reflect more than just training staff	BAU	A workforce that are trauma informed		
SE22	Create and implement an SLT Team Development Plan	SLT Development Plan	Strategic Change Lead	Mar-24	New project proposed for Y2	BAU	High performing SLT	ODFs	N/A