



Integration Joint Board

Report Title	Transformation Programme – Decisions Required
Lead Officer	Judith Proctor, Chief Officer
Report Author	Gail Woodcock, Integrated Localities Programme Manager (ACHSCP)
Report Number	HSCP.17.063
Date of Report	7/7/17
Date of Meeting	15/8/17

1: Purpose of the Report

- 1.1. The purpose of this report is to request approval from the Integration Joint Board to incur expenditure, and instruction to issue Directions to NHS Grampian and Aberdeen City Council, in relation to projects that sit within the Partnership's Transformation Programme.
- 1.2. The projects relate to strategic decisions, set out in the overall transformation programme that have previously been agreed in principle by the IJB as key areas of change in delivering on the direction set out in the Strategic Plan.

2: Summary of Key Information

2.1 Background

The Transformation Programme for the Aberdeen City Health and Social Care Partnership, agreed by the IJB, includes the following priority areas for strategic investment:

- Acute Care at Home
- Supporting Management of Long Term Conditions – Building Community Capacity
- Modernising Primary and Community Care
- Culture Change/ Organisational Change



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- Strategic Commissioning and Development of Social Care
- Information and Communication Technology and Technology Enabled Care (included within a wider work programme also including infrastructure and data sharing)

As set out above, these programmes, consisting of a range of individual and linked projects, seek to support the delivery of the objectives and aspirations as set out in our Strategic Plan.

Good governance and delegation levels require the IJB to approve the level of expenditure on these projects and directions to both NHS Grampian and Aberdeen City Council that will enable funding to be released to deliver the projects. The governance structure in place has ensured effective operational and executive oversight:

- A programme management approach has been adopted across our transformation portfolio. This approach seeks to ensure progress while managing the natural tensions that will exist between corporate strategy, change processes, and business as usual operations.
- The programme governance structure has been established to support the development and delivery of transformation at pace and at scale. This includes the Executive Programme Board which is tasked with providing overall direction to the complex programme of activities, in line with agreed strategy and policy. Three further Programme Boards, including a broad range of stakeholders, are in place to support progression at pace. Working Groups ensure progress on agreed portfolio projects, including supporting the development of business cases and specific projects which are delivered by Project Teams.
- There is a good cross section of involvement from across the wider partnership throughout our programme management structure, including executive, operational, strategic, business functions, and including representation from our partners, NHS Grampian, Aberdeen City Council, 3rd Sector and Independent sector.
- Work is ongoing to support all aspects of this complex programme of activity to comply with best practice in relation to programme management and good governance. This includes the adoption of an iterative project development process including the development of robust business cases which clearly identify the anticipated benefits, inputs required, and risks of any project.



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2.2 Authority to progress with specific procurements and grants

This report seeks authorisation from the Integration Joint Board for approval to:

- Incur expenditure in respect of the following item which have already been considered and recommended for approval in principle by the Executive Programme Board and discussed and developed through Working Groups where appropriate.

A Project Summary report for for this item is attached as an appendix to this report. The full business case is available for review by IJB Board members by contacting the report author.

2.2.1 Enhanced Carers Support Service

This project will test the implications of identifying and supporting carers at an earlier stage, including streamlining processes and ensuring that more unpaid carers have appropriate access and supports to assist them in their caring role.

A project summary is attached at Appendix A. A full business case was approved by the Executive Programme Board on 26 July 2017. The IJB is requested to approve the expenditure relating to this project and instruct the Chief Officer to issue directions.

2.3 Change Control: THInC Project

At its meeting on 28 March 2017, the IJB approved: *"the expenditure of £73,775 required to continue the THInC project through to 31 March 2018, through the provision of a grant to Aberdeenshire Council, subject to State Aid assessments"*.

Subsequent to this decision, further information has become available which means that of the total project amount of £73,775, £12,064 will be incurred by Aberdeenshire Council and £61,711 will be incurred by Buchan Dial A Community Bus (BDACB) (the transport operator). Aberdeenshire Council has confirmed that they are unable to accept the full grant and pass part of that grant to BCACB.

A change control is therefore required to allow officers to process the grant in two parts, to Aberdeenshire Council (£12,064) and to BDACB (£61,711).

Note: the total funding required remains the same.



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IJB members will recall that the extension of the THInC project was to allow additional time for a review of social transport options for Aberdeen, and an external specialist (funded by HTAP) has now been identified to undertake this review with a report with recommendations expected in January 2018.

3: Equalities, Financial, Workforce and Other Implications

3.1 Financial Implications

The recommendations in this report will result in financial expenditure from the Integration and Change budgets as follows:

Project	Year 1	Year 2	Total
Enhanced Carer Support Service	£94,766	£94,766	£189,532

These costs are planned for in the current Integration and Transformation Programme financial plan, and are within the available budget.

The projected Integration and Change Fund financial position for 2017/18 at the time of writing this report is as follows (assuming the recommendations in this report are approved):

	£'000
Balance (17/18)	10,172
Income Received (17/18)	18,509
Expenditure Budget (17/18)	14,719
Agreed on programme (17/18)	8,864
Remaining funds (17/18)	5,098

3.2 Equalities Implications

The recommendations are expected to have positive implications in relation to the following protected characteristics: age and disability.

3.3 Workforce Implications

There are no partnership workforce implications as a result of this report.



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4: Management of Risk

4.1 Identified risk(s):

Risks relating to the Transformation Programme are managed throughout the transformation development and implementation processes. The Executive Programme Board and portfolio Programme Boards have a key role to ensure that these risks are identified and appropriately managed.

The business case for each project clearly identifies the risks and mitigations that will be put in place.

In respect of the Carers Support Service, risks include a risk of legal challenge as no full procurement process is proposed for this test, along with risks that expectation is increased and project does not deliver desired benefits.

4.2 Link to risk number on strategic or operational risk register:

The main risk relates to not achieving the transformation that we aspire to, and the resultant risk around the delivery of our strategic plan, and therefore our ability to sustain the delivery of our statutory services within the funding available.

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

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

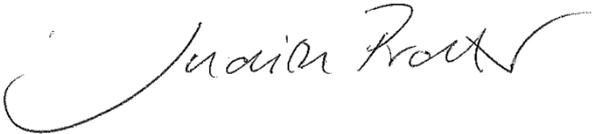
4.3 How might the content of this report impact or mitigate the known risks:

This paper seeks approval to incur expenditure in order to progress a number of projects related to the transformation programme. Progress in these activities will positively contribute to the pace of transformation.



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5:	Recommendations for Action
<p>It is recommended that the Integration Joint Board:</p> <ol style="list-style-type: none"><li data-bbox="272 629 1362 703">1. Approves expenditure of up to £189,532 (total for two years) in relation to the Enhanced Carers Support project, subject to State Aid assessments.<li data-bbox="272 757 1362 831">2. Approves the project change in relation to the grant funding for the THInC project as per section 2.3<li data-bbox="272 884 1385 994">3. Issues the Direction attached at Appendix B, and instructs the Chief Officer to issue to Aberdeen City Council, appending the Business Cases to the Direction.	

6:	Signatures	
	Judith Proctor (Chief Officer)	
	Alex Stephen (Chief Finance Officer)	

Appendix A: Project Summary: Enhanced Carer Support Service

Appendix B: IJB Direction to Aberdeen City Council – Enhanced Carer Support Service