



## AUDIT & PERFORMANCE SYSTEMS COMMITTEE

<b>Report Title</b>	Transformation Progress Report
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<b>Date of Meeting</b>	21 August 2017

### 1: Purpose of the Report

The purpose of this report is to provide an update on the progress of the Transformation Programme.

### 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
- 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.



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### **2.2 Programme Governance**

An appropriate governance structure has been put in place to ensure 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, 3<sup>rd</sup> 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.
- The programme delivery process is supported by a programme review group to identify inter-relationships between projects and programmes and to minimise the risk of potential unintended consequences.
- A programme dashboard is the management tool used to track progress, benefits, risks, resources, across all projects within the portfolio of programme workstreams.

### **2.3 Transformation Progress Highlight Report**

Appendix A provides a transformation progress highlight report across the six priority work streams, covering the period from April 2017 to July 2017.



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### 3: Equalities, Financial, Workforce and Other Implications

#### **Financial Implications**

The partnership receives around £18million per year from a range of sources to support its transformation programme. Transformation also impacts on the overall partnership budget of £260million. A breakdown of the funding specifically available to support transformation is included in the highlight report attached at appendix A.

#### **Equalities Implications**

Equalities implications are considered on a project by project as well as programme wide basis.

#### **Workforce Implications**

Workforce implications are considered at project, programme and overall portfolio levels.

The progress report highlights the challenges to delivering the transformation programme as a result of delays to recruitment of key posts.

### 4: Management of Risk

#### **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. High level risks to programme delivery and mitigating actions are identified in the attached progress report.

#### **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.



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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

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

This paper brings to the attention and scrutiny of the Audit and Performance Systems Committee a high level progress report for the transformation programme, highlighting the known risks and issues and providing assurance of the mitigations that have been put in place.

### **5: Recommendations for Action**

It is recommended that the Audit and Performance Systems Committee:

1. Note the ongoing process and progress in developing and delivering our transformational programme.
2. Note the change requirement in relation to the provision of funding for Thinc social transport during 2017/18.