



AUDIT & PERFORMANCE SYSTEMS COMMITTEE

Date of Meeting	11 September 2018
Report Title	Transformation Progress Report
Report Number	HSCP.18.074
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Consultation Checklist Completed	Yes
Directions Required	No
Appendices	<ol style="list-style-type: none">a. Transformation Programme: Acceleration and Pace Highlight Reportb. Organisational Development and Cultural Change Programme Dashboardc. Strategic Commissioning Programme Dashboard

1. Purpose of the Report

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

This includes a high-level overview of the full transformation programme, and a deeper dive into two of the work streams:

1. Organisational Development and Cultural Change
2. Strategic Commissioning

The report (along with an accompanying presentation provided at the committee) also provides an overview of the Service Review element of the Financial Savings Workstream.



AUDIT & PERFORMANCE SYSTEMS COMMITTEE

2. Recommendations

- 2.1. It is recommended that the Audit & Performance Systems Committee:
- a) Note the information provided in this report.

3. Summary of Key Information

3.1. Background

- 3.2. The Transformation Programme for the Aberdeen City Health and Social Care Partnership (ACHSCP), agreed by the IJB, includes the following priority areas for strategic investment:

- Acute Care at Home
- Supporting Management of Long Term Conditions and Building Community Capacity
- Modernising Primary and Community Care
- Culture Change/ Organisational Change
- Strategic Commissioning and Development of Social Care
- Information and Communication Technology, Technology Enabled Care, Infrastructure and Data Sharing

- 3.3. 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.

- 3.4. An additional workstream (Efficient Resources) setting out budget savings projects has also been developed and is being implemented.

3.5. Acceleration and Pace Highlight Report

The Acceleration and Pace Highlight report for the period June to September 2018 is attached at Appendix A. This report provides a high-level overview of key milestones delivered during the reporting period, along with anticipated key milestones in the next reporting period and any significant issues, risks and changes.



AUDIT & PERFORMANCE SYSTEMS COMMITTEE

3.6. Organisational Development and Cultural Change

3.7. Summary

Organisational Development and Cultural Change is a programme which recognises that people are key to delivering our integration and transformation ambitions. The workstream consists of a number of projects which seek to create the appropriate culture across our organisation and wider partnership, which will ensure that our people are equipped and ready to embrace new ways of working which will be essential to deliver the strategic priorities of the partnership.

These activities include training and development support for our staff as well as providing opportunities to bring our people together to share learning and experiences; and celebrate individual and collective achievements and successes. The activities also include projects which will ease workforce challenges and operate efficiently, such as the training passport project which seeks to facilitate recognition of quality training that is transferable across a range of organisations connected to the partnership.

3.8. Anticipated Benefits

A list of each of the projects/ grouped projects with their anticipated benefits is attached at Appendix B. A brief presentation will be provided to the committee setting out the approach taken for a number of these projects, along with initial evaluation information where available.

3.9. Strategic Commissioning

3.10. Summary

The Strategic Commissioning workstreams are a complex programme covering our approach to commissioning organisations as well as considering how we internally commission various service areas. The programme also includes projects relating to the implementation of key strategies such as the Carers strategy.

The programme also includes hosted services within its remit along with the partnerships role around the strategic commissioning of the Acute Sector.

Due to the complexity of this workstream, it has taken longer to establish than other workstreams, and has yet to fully commence its wider role.



AUDIT & PERFORMANCE SYSTEMS COMMITTEE

3.11. Anticipated Benefits

A list of each of the projects/ grouped projects with their anticipated benefits is attached at Appendix C. Due to the less developed nature of this workstream, associated anticipated benefits are also less well developed, however anticipated benefits include: ensuring that contractual arrangements are fit for purpose; more appropriate care models; improved quality of experiences and outcomes for individuals, particularly in terms of being supported to remain safely at home for longer; and improved efficiency.

3.12. Efficient Resources

A number of workstreams have been established to align with our medium-term financial plan. Further information is provided in the attached highlight report and an overview will be presented to APS committee.

3.13. Service Review

A key “Efficient Resources” workstream is the Service Review workstream. A methodology has been developed to support this process, which is loosely based on EFQM methodology.

The first service selected was Learning Disability and the planning and field work have now taken place and findings and recommendations will be reported to the Service Review board which is scheduled to take place in September 2018.

4. Implications for IJB

- 4.1.** Equalities - Equalities implications are considered on a project by project as well as programme wide basis.
- 4.2.** Fairer Scotland Duty - There are no implications as a direct result of this report.
- 4.3.** Financial - The partnership receives around £20million per year from a range of sources to support its transformation programme. Transformation also impacts on the overall partnership budget of approx. £260million.
- 4.4.** Workforce - Workforce implications are considered at project, programme and overall portfolio levels.
- 4.5.** Legal -There are no direct legal implications arising from the recommendations of this report.



AUDIT & PERFORMANCE SYSTEMS COMMITTEE

4.6. Other - NA

5. Links to ACHSCP Strategic Plan

5.1. The activities within the transformation programme seek to directly contribute to the delivery of the strategic plan. This contribution is captured through our evaluation framework process.

6. Management of Risk

6.1. Identified risks(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 within progress reports reported on a regular basis to the Audit and Performance Systems Committee.

6.2. Link to risks 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

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

This paper brings to the attention of the Audit and Performance Systems Committee information about our programme management governance and reporting processes and specifically detailed financial information about our transformation programme, in order to provide assurance of the scrutiny provided across our programme management governance structure in order to help mitigate against the above risks.