



REPORT TO ABERDEENSHIRE INTEGRATION JOINT BOARD 6 DECEMBER 2023

ABERDEENSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP (HSCP) STRATEGIC DELIVERY PLAN – PROJECT DEFINITIONS

1 Recommendation

It is recommended that the Integration Joint Board (IJB):

- 1.1 Provide comment on the proposed definitions for transformational projects, improvement projects and projects under review.
- 1.2 Acknowledge the updated categorisation of the projects within the SDP as well as the development of a risk management process for projects linked to the SDP.
- 1.3 Acknowledge the addition of a prioritisation framework to the project mandate and project charter to support SMT prioritise projects.
- 1.4 To agree the removal of the projects as identified in 5.1.5 and 5.1.6 from within the Strategic Delivery Plan as part of this review process.

2 Directions

- 2.1 No direction requires to be issued to Aberdeenshire Council or NHS Grampian as a result of this report.

3 Risk

- 3.1 IJB Risk 1 – Sufficiency and affordability of resource – The Aberdeenshire HSCP's revised Strategic Delivery Plan and supporting performance framework will monitor progress of all workstreams ensuring known issues or risks relating to capacity and resource are managed, supported by a clear alignment to the HSCP's Workforce Plan and Medium-Term Finance Strategy.

4 Background

- 4.1 The Strategic Delivery Plan (SDP) was agreed by IJB in December 2022 after a thorough engagement process with SMT members which captured key projects to be delivered between 2022 – 25. The list of projects within the SDP is extensive and this has raised concerns about HSCP capacity with the ongoing complex pressures facing the partnership.
- 4.2 The Strategic Delivery Plan should focus on the key transformational projects of the AHSCP however, at the moment, it reflects a range of projects/workstreams from across teams within the partnership. Through the clarification of definitions and project categories we can ensure that the SDP continues to focus on the key



transformational projects and that these then, in turn, have oversight and support from IJB.

- 4.3 All of the projects listed within the Strategic Delivery Plan will take cognisance of the GIRFE (Getting it Right for Everyone) principles and design methodology as these develop and are implemented by Scottish Government.
- 4.4 This report provides clarity of the proposed definition around the three project categories which are transformational, improvement and review. Work has also begun on embedding the risk management process through appropriate project management documentation with escalation processes available if required.
- 4.5 A clear and robust prioritisation framework is considered beneficial to support SMT decision-making, prioritisation and, if required, reprioritisation of existing workstreams and project activities, on an ongoing basis. The key purpose of such a framework is to help ensure we are focusing on the 'right things' and pursuing projects which will maximise impact on our overall objectives (strategic priorities) and long-term outcomes.
- 4.6 The project mandate and the project charter have been updated to include the criteria that has been agreed as part of the prioritisation framework.

5 Summary

Project Definition

- 5.1.1 Initially projects within the SDP were categorised as either Transformational, Improvement or Business as usual. It is proposed to remove the category 'business as usual' moving forward as when a projects implementation is completed (regardless of whether they are transformational or improvement) the work will they naturally become business as usual. This will not be monitored under the Strategic Delivery Plan.
- 5.1.2 The proposed categories are transformational, Improvement or Review. The definitions for each category are:
 - Transformational: This is a revolutionary, organisational wide whole system change that is strategically driven which will bring about significant change(s) in how we operate. Any changes are designed with not only changing that landscape but also seeking to make changes to the base itself. Reporting is to the IJB through SPG.
 - Improvement: This is work which is driven by a need for change within a specific area/service/team. It is locally based (this may be a test of change initially which has the potential to lead to transformational organisational wide change), tends to be a smaller scale changes which are taking place within a stable system. The improvement process seeks to question how best to do something and then to make changes to a base state which then improve performance over time.



- **Review:** Work within this category will be under a scoping process/options appraisal – no changes to the base itself are made at this stage. Projects that would be considered under this category would include, for example, the Insch Service Review and the Review of Very Sheltered Housing (central) as the outcomes of this initial work could identify transformational/improvement work as appropriate.

5.1.3 As part of this process all the projects/workstreams were evaluated against the definitions described above. The linkage of the projects/workstreams to their definition is proposed, the categorisation can be changed based on the agreed definitions if appropriate. We will continue dialogue with project leads (commencing in January 2024) to confirm the proposed categorisations remain appropriate.

Project/Workstream	Categorisation	Strategic Risk (TBC)
In house Care at home the Future	Improvement	Risk ID 3449: Aberdeenshire Strategic Delivery Risk Register, Non Clinical, Risk to Completion of Social Care Sustainability Programme
Rehabilitation & Enablement	Improvement	Risk ID 3449: Aberdeenshire Strategic Delivery Risk Register, Non Clinical, Risk to Completion of Social Care Sustainability Programme
Deeside Needs Assessment	Improvement	
Frailty Pathway	Improvement	
Replacement of Social Care Management System	Improvement	
Review and re-provision of Learning Disability accommodation	Improvement	
Effective Support for Carers and Self Directed Support	Improvement	Risk ID 3449: Aberdeenshire Strategic Delivery Risk Register, Non Clinical, Risk to Completion of Social Care Sustainability Programme
Out of Hours Review (Unscheduled Care)	Improvement	
Out of Area Complex Care Placements	Transformational	
Digital Strategy Development	Transformational	
Vaccination Programme Board	Improvement	
Very Sheltered Housing Review	Review	Risk ID 3449: Aberdeenshire Strategic Delivery Risk Register, Non Clinical, Risk to Completion of Social Care Sustainability Programme



Project/Workstream	Categorisation	Strategic Risk (TBC)
Primary Care Mental Health Hub	Improvement	
Primary Care Improvement Plan	Improvement – potential to be transformational	
MAT Standards Implementation	Transformational	
Insch Service Review	Review	
Analogue to Digital Transition	Transformational	Risk ID 2508 Aberdeenshire Strategic Risk Register, Non Clinical, Analogue to Digital Switch over
Suicide Prevention Strategy Development	To be started	
Re-shaping Learning Disability Day Services	Improvement	
Development of Mental Health Accommodation Options	Improvement	
Prison Review	Review (To be scoped out)	
Review of Community Older Mental Health Teams	Review (To be scoped out)	
Community Hub (Test of Change)	Review (Being scoped out currently)	

5.1.4 As part of the review, it is proposed that the following projects are removed from the Strategic Delivery Plan. They will be continued to be monitored on an ongoing basis in a similar way to the Workforce plan. Again, like the Workforce Plan, any specific projects arising from the delivery plan which have a transformational, improvement or review focus would remain as part of the SDP.

5.1.5 This involves the following workstreams:

- Autism Strategy
- Learning Disability Strategy Delivery Plan
- Mental Health Strategy Delivery Plan
- Health Improvement Delivery Plan.

5.1.6 In addition, it is also suggested that the following projects are removed from the Strategic Delivery Plan, with IJB's agreement:

- Health & Social Care Staffing Act: This is a legislative requirement which we have to ensure we comply with operationally.
- 2C Practices – what is the future: This should be removed, however, when there is an approved project mandate it will be readded.
- Implementation of Outcome Measurements with focus on Outcome Star: This will be removed as this work is business as usual.



5.2 Risk Management

5.2.4 As part of strengthening the project management process risk management has also been reviewed and work is underway to support the following Internal Audit 2212 – IJB Transformational project projects which sets out the following recommendation – ‘Escalation processes for risks should be clearly defined and applied consistently’.

5.2.5 Risks will be identified through both the project mandate and through the project charter. The intention is that the risks identified on the project mandate and/or the project charter will be recorded through Datix with processes in place for escalating risk through CASWG (Non clinical) or the Risk and Assurance Group as required.

5.3 Prioritisation Framework

5.3.4 A core challenge remains for the HSCP in that new priorities continue to emerge requiring us to be flexible as to if and how new workstreams are added to the SDP but also ensuring we have a consistent basis for prioritisation and decision-making. In addition, Internal Audit 2212 - IJB Transformational Projects set out the following recommendation - ‘Project identification and prioritisation processes should be formally set out and decision making recorded’.

5.3.5 A clear and robust prioritisation framework is considered beneficial to support SMT decision-making, prioritisation and, if required, reprioritisation of existing workstreams and project activities, on an ongoing basis.

5.3.6 It is proposed that the following information is added to the project mandate/project charter as an appendix for SMT’s reference ensuring each are assessed against a consistent set of criteria. NB: In line with the above redefinition of project categorisations, it is proposed this should only include projects with a transformational focus, or improvement workstreams or reviews which have the potential for Shire-wide impacts and/or resource implications.

5.3.7 The project mandate is first document created with the project process, which means there can often be limited known information at this stage. It is proposed that

a new section be created which provides the following information which will enable SMT to undertake an initial prioritisation.

Priority Area	Considerations
Outcome	<ul style="list-style-type: none"> Does this project currently link to a risk on the HSCP Risk Register? If not, does this project carry sufficient risk that it requires it to be added to the HSCP Risk Register? Will this project meet one or more of the Strategic Plan/SDP priorities? Is there a statutory requirement to implement or strategic policy driving this?



Resource	<ul style="list-style-type: none"> • Are there sufficient resources (staffing, finance, systems) to deliver the project without impacting on other work? If not, will implementing this project allow us to cease another piece of work? • Should we/can we deprioritise other work in order to create capacity to implement? • Is this project likely to deliver savings in year/next year/recurring basis? • Is there a risk of additional cost pressures by not implementing the project?
Timeframe	<ul style="list-style-type: none"> • Does the project require to be implemented to meet national or local deadline? Consider e.g. ringfenced funding.

5.3.8 The project charter is completed after scoping, benefits mapping etc has been completed. The project charter provides a clear overview to SMT of what the project is expected to deliver in terms of outcomes and benefits to service users/staff, as well as details of any financial saving expected, or risks identified. On this basis, it is proposed to create an additional section within the project charter which builds on the information within the project mandate and provides SMT the opportunity to reprioritise the project, if required. The suggested considerations that would be expected within the project charter include:

Priority Area	Considerations
Outcome	<ul style="list-style-type: none"> • Does this project currently link to a risk on the HSCP Risk Register? If not, does this project carry sufficient risk that it requires it to be added to the HSCP Risk Register? • Can we clearly identify positive impacts/outcomes for people using our services? • Can we clearly identify positive impacts/ outcomes for our staff?
Resource	<ul style="list-style-type: none"> • Are there sufficient resources (staffing, finance, systems) to deliver the project without impacting on other work? If not, will implementing this project allow us to cease another piece of work? • Should we/can we deprioritise other work in order to create capacity to implement? • Is this project likely to deliver savings in year/next year/recurring basis? • Is there a risk of additional cost pressures by not implementing the project?
Timeframe	<ul style="list-style-type: none"> • Does the project require to be implemented to meet national or local deadline? Consider e.g. ringfenced funding.

5.3.9 Prioritisation of workstreams will continue by SMT on an ongoing basis as the partnership continues to respond to opportunities and challenges. This will allow an agile approach enabling resources to be allocated to support project work as prioritised. This will be particularly crucial to realise delivery of the community hub programme.



6 Equalities, Staffing and Financial Implications

- 6.1 An Integrated Impact Assessment was undertaken as part of the development of the SDP reported to the IJB in December 2022. A full impact assessment was not required as there will be no differential impact, as a result of the report, on people with protected characteristics.
- 6.2 An Integrated Impact Assessment will be undertaken for each individual project under the Strategic Delivery Plan. Financial and staffing outcomes and measurements will be determined on an individual project basis and scrutiny will be provided through the agreed governance structure.
- 6.3 The Chief Officer, along with the Chief Finance Officer and the Legal Monitoring Officer within Business Services of the Council have been consulted in the preparation of this report and had no comments to make.

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