Subject Title:	**Submitted on:**	**Submitted by:**	**Submitted on behalf of:**
Digital Strategy	22/04/2024	James Black	Chris Smith

Purpose of report:

To update IJB Audit Committee on the management of Risk 3487 on the AHSCP Strategic Delivery Plan Risk Register that insufficient resource is linked to the Digital Strategy.

Background information:

In April 2023 a Digital Project Manager was appointed to develop a Digital Strategy for the Health and Social Care Partnership and lead associated digital projects. The Digital Strategy seeks to place digital technology at the heart of service delivery across the AHSCP, supporting people to be more independent and achieve improved outcomes at the same time as addressing current challenges and enabling services to be delivered in a more cost-effective way.

A draft Digital Strategy has been created and continues to be shaped by initial engagement with the AHSCP leadership team and digital leads from partner organisations. There has also been some initial public engagement through the Budget Strategy engagement survey, which will inform forthcoming in-person engagement sessions to discuss in more detail the opportunities and concerns raised in relation to the use of digital technology.

The revised Digital Strategy will be made available for full consultation before its submission to the IJB. In the meantime, the Digital Project Manager is working with services to scope new projects which will be aligned to the Digital Strategy.

Summary of risk/s and implications:

Risk 3487 reflects the fact that there is no dedicated budget against the Digital Strategy and so there is a risk that insufficient funding may be available to invest in digital solutions. There is also a risk that workforce pressures within services may limit the capacity available to support these projects.

The result of insufficient resources being available would be an inability to fully deliver on the aims of the Digital Strategy, limiting achievement of efficiency savings for the organisation and improved outcomes for service users.

Risk mitigation information

Although the Digital Project Manager will be expected to lead multiple projects to deliver on the aims of the Digital Strategy, the Digital Strategy will not be managed as a single programme and will also encompass pre-existing projects which are being managed separately and for which there is a discrete project budget. Examples include the replacement social work case management system (ECLIPSE), and the Analogue to Digital Project.

The Digital Project Manager has been working with services to identify new project proposals and will be developing business cases to justify investment from service budgets on a 'spend to save' basis, with an expectation that increased use of technology, particularly around the area of Technology Enabled Care, will deliver financial savings for the organisation. As an example, within a shared supported living environment there may be potential to reduce reliance on 1:1 sleep in carers with a shared waking night resource supported by a digital solution. This could deliver the same level of care at reduced cost but the saving would be at risk if funding was unavailable to invest in the digital solution required to support the service change.

The Digital Project Manager has also been exploring digital solutions which can be incorporated into existing programmes of work, for example the Social Care Sustainability Programme, where existing project staffing resource can be utilised.

It is anticipated that the Digital Project Manager will support bids, where appropriate, to Aberdeenshire Council's Transformation fund and research additional funding opportunities available through partner or external organisations.

Additional comments