



REPORT TO ABERDEENSHIRE INTEGRATION JOINT BOARD 05 JULY 2023

ABERDEENSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP (HSCP) STRATEGIC DELIVERY PLAN PERFORMANCE REPORT

1 Recommendation

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

- 1.1 Provide comment on the high-level quarterly performance report on the HSCP Strategic Delivery Plan to end of May 2023, noting work ongoing regarding the prioritisation of workstreams and performance report format.
- 1.2 Approve the decisions taken to not progress specific projects under the Strategic Delivery Plan at this time, allowing focusing of resources on priority workstreams and deliverables, and for further engagement with IJB members to take place to shape and inform the priority programmes of work.
- 1.3 Endorse the accompanying quarterly report on specific progress against the Medication Assisted Treatment (MAT) Standards Implementation.

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.
- 3.2 IJB Risk 8 – Risk of failure to deliver standards of care expected by the people of Aberdeenshire in the right time and place – The HSCP's performance framework will support IJB oversight of progress against key local and national initiatives and measures and provide assurance as to how services are being designed and delivered to improve outcomes.

4 Background

- 4.1 As set out in the Aberdeenshire HSCP Organisational Governance Framework, performance governance within the HSCP is based on a tiered approach to provide assurance at local and strategic levels within the HSCP,



to NHS and Council partners and the Scottish Government. Ultimate accountability for and scrutiny of performance is held by the IJB.

- 4.2 At its meeting on 7th December 2022, the IJB approved the new format for its performance reporting framework to provide assurance as to progress against the Aberdeenshire HSCP's Strategic Delivery Plan. The aim of this report is to provide a high-level overview of all projects (transformational, improvement and business as usual workstreams), outlining overall progress and enabling exception reporting of any key barriers or delays.
- 4.3 As previously agreed by the IJB, this report includes a more detailed update on the HSCP's progress against delivery of the Medication Assisted Treatment (MAT) Standards, with the report for this period covering January to March 2023. The full quarterly report is provided in Appendices 1 and 2.
- 4.4 The Strategy Team in conjunction with Senior Management Team (SMT) members has also been progressing discussions to scrutinise and prioritise further its list of projects and deliverables under its Strategic Delivery Plan recognising the continuing pressures on capacity. The initial outputs from this work are described below, but further updates will be brought back to the IJB once further project prioritisation has taken place and appropriate engagement with all key stakeholders including operational management and professional leads.
- 4.5 As reported to the IJB in its last quarterly report on 1st March 2023, it had been intended to bring forward a proposal for future incorporation of financial information within these performance reports. This work has not been possible to conclude within the timeframe but will be aligned with the update of the AHSCP's Medium Term Finance Strategy.

5 Summary

- 5.1 The Aberdeenshire IJB formally agreed the Strategic Delivery Plan 2022 – 2025 in December 2022, outlining the key areas of work to be progressed over the next two years. Appendix 1 provides a summary update with key highlights and risks, including the 'in-focus' update for MAT Standards Implementation to March 2023, now including a progress rating against all 10 MAT Standards which require to be fully implemented by April 2024.
- 5.2 Appendix 2 provides individual updates for each of the workstreams as originally identified from the Strategic Delivery Plan. In response to an Internal Audit recommendation (Transformational Projects Internal Audit Report 2212), each project has been given a unique ID reference number to support the IJB in monitoring and obtaining assurance over progress.
- 5.3 In the intervening period since the last quarterly report to the IJB, the Strategy Team in conjunction with the Senior Management Team (SMT) has been implementing work to review and further prioritise workstreams which are deliverable over the next 12-18 months particularly in light of system



pressures which have continued beyond the winter period. As reported in the last quarterly performance report to the IJB, the Social Care Sustainability Programme Board had already agreed to removing the Social Work Education and Practice workstream with oversight of this ongoing area of activity to sit with the AHSCP's Workforce and Training Group.

- 5.4 In relation to the National Care Service – Local Implementation workstream, a local working group has been established however due to the extended period for the Scottish Parliament's consideration of the Stage 1 Bill, it is proposed that this workstream is paused. Officers from the HSCP will continue to actively engage with any national co-design and consultation events, with oversight and updates to also be communicated through the Strategic Planning Group.
- 5.5 Moving forward, the SMT has agreed that AHSCP capacity will be focused on the three key areas of: Social Care Sustainability, Community Hub, and Place-based Approach. By organising our work around these three areas, the AHSCP will be able to prioritise resources effectively utilising a programme management approach, phasing workstreams in logical and priority order with a focus on progressing service redesign needed to ensure the sustainability of critical health and social care services for our local communities. This approach will also provide focus for the alignment of HSCP resources augmented by the recent recruitment to both our Workforce Transformation Programme Manager and Digital Project Manager posts.

5.6 Social Care Sustainability

- 5.6.1 Due to ongoing system and staffing pressures there has been an impact on attendance at the Social Care Programme Board which has impacted its ability to monitor and make decisions around projects as required. Taking cognisance of the IJB's direction to ensure deliverability of projects over the coming year, the Programme Board will implement a workshop during the summer to review its performance and identify areas for improvement including agreeing key deliverables in year 2 to inform our focus for capacity and resources.
- 5.6.2 Good progress has nonetheless continued to be made in supporting workstreams, with key highlights noted below:

In-house Care at Home – The Future – A new post of Care Team Support Officer has now been agreed and graded, and approval given to proceed in recruiting to 6 posts (one for each area of Aberdeenshire), to be monitored under the project to determine the impact on recruitment and benefit to the service of these posts. The aim of this post is to address a service gap in the current structure of the Home Care Service and better provide for career development and succession planning.

Very Sheltered Housing Review - Stakeholder engagement sessions took place at Pleyfauld House on 24th March and at Dawson Court on 2nd April 2023. These were facilitated session for tenants, staff, and family members



to gather their views and experiences and were well attended at both services, particularly by tenants and staff. North East Advocacy provided support to tenants at the group sessions and privately. A survey is being distributed to stakeholders who could not attend.

5.7 Community Hub

- 5.7.1 Initial visioning workshops have taken place with a small group of stakeholders providing clarity around the scope for the community hub model and also enabling prioritisation of workstreams under its remit.
- 5.7.2 Through this process it has been agreed that the Reviews of Community Nursing and Combined Minor Injury Unit workstreams will not be progressed under the programme at this time, as this work has been superseded by wider national developments and can now be mainstreamed to operational activity.
- 5.7.3 Focus will be given to implementing a test of change in one area but implementing workstreams on a phased basis prioritising key objectives required in this financial year. This must include the stabilisation of primary care services in particular ensuring sustainable arrangements for the transfer of Pharmacotherapy and Community Treatment and Care Services from General Practice this financial year (in response to recent [BMA Guidance](#)) and also the requirement to ensure a sustainable out of hours nursing service model with work in both areas now progressing at pace.
- 5.7.4 Work will now commence on establishing the Programme Board and recruiting to a Programme Management post to provide the required additional capacity to co-ordinate and progress this programme of work.

5.8 Place-based Approach

- 5.8.1 The HSCP must ensure it participates fully in the development of the community, placed based wellbeing approach to support a shift of care pathways to prevention and improvement whilst also maximising the intent of the IJB Integration Scheme. Existing pathfinders and tests of change, including the Fraserburgh Shaping Places for Wellbeing Programme and Inverurie Wellbeing Hub provide us with the opportunity to collaborate, maximise assets and build on existing work. The learning from the place-based approach also provides us with a context for the continued implementation of Deeside and Inch Strategic Needs Assessments.
- 5.8.2 HSCP officers are engaged in the Council Place Based Strategy group and a more detailed presentation on this approach will be brought to the IJB meeting on 23rd August 2023.

Next Steps

- 5.9 The critical review of all projects under the HSCP's Strategic Delivery Plan remains a work in progress at this stage. IJB comment on the proposed



approach outlined above is sought to ensure this is congruent with IJB direction and expectation. IJB approval is also sought for the proposal to hold a development session with members for officers to share and gain feedback on developing work around the key themes of Social Care Sustainability, Community Hubs and the Place-based strategy.

- 5.10 In addition to the work outlined above, officers have been attending Area Committee meetings over the last month to present the IJB quarterly performance report (previously reported to the IJB in March 2023) as well as providing additional information on key updates for local health and social care services in each Area. The process to date is proving very beneficial and constructive with comments and questions from all of the Area Committees to be compiled and responded to, including feedback on proposed areas for future performance information. This work will also support the HSCP in achieving progress towards Internal Audit recommendations (specifically Internal Audit Report: 2312 - Assurance Review of IJB Governance Arrangements; recommendation 1.15 Performance Reporting to Partners).
- 5.11 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 their comments have been incorporated within the report.

6 Equalities, Staffing and Financial Implications

- 6.1 An Integrated Impact Assessment was undertaken as part of the development of the proposals for the performance framework reported to the IJB in December 2022. No impacts were identified as this is a report on performance/activities of the HSCP over the reported period. 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.

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Appendix 1 – Summary update.
Appendix 2 – Workstream updates.