



INTEGRATION JOINT BOARD

Date of Meeting	15 December 2021
Report Title	Strategic Plan 2022 -2025 - Consultation Draft
Report Number	HSCP.21.123
Lead Officer	Sandra MacLeod, Chief Officer
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Consultation Checklist Completed	Yes
Directions Required	No
Appendices	a. Strategic Plan Consultation Draft

1. Purpose of the Report

- 1.1. The purpose of this report is to seek the Integration Joint Board's (IJB's) approval of the consultation draft of the Strategic Plan 2022-2025.

2. Recommendations

- 2.1. It is recommended that the IJB:

- a) Approves the consultation draft of the Strategic Plan 2022-2025.
- b) Instructs the Chief Officer to undertake a 6-week public consultation exercise as per best practice guidance.
- c) Instructs the Chief Officer to bring a final version of the Strategic Plan incorporating consultation comments to the IJB meeting on 29 March 2022 for approval.



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3. Summary of Key Information

- 3.1. The current Strategic Plan expires at the end of March 2022. Development work on a replacement plan began with the joint working with Community Planning Aberdeen and the Locality Empowerment Groups to refresh the Local Outcome Improvement Plan and develop the Locality Plans, all of which was achieved by July 2021.
- 3.2. The output from this work was cross referenced with output from consultation on NHS Grampian's Plan for the Future which is being developed on a similar timeline. In addition, a number of specific consultation exercises were undertaken with staff and partners, with five sessions involving the IJB and Leadership Team. Various local and national strategies were also reviewed for relevant links to the Strategic Plan. All of this work was used to inform the content of the consultation draft contained in Appendix A. The Strategic Planning Group, and specifically the Locality Empowerment Group representatives have monitored the progress of the development work and have been key contributors to the process.
- 3.3. The consultation draft of the Strategic Plan 2022-2025 is presented for approval. The key aims of this draft was to provide a high-level overview of the vision, values, and aims of the IJB in a succinct and easy to read way. Further detail on how we will achieve delivery of these will come via the annual Leadership Team objectives which we also plan to coproduce, and which will be presented to the IJB for approval as part of the Medium-Term Financial Framework report due to come to IJB in March 2022.
- 3.4. Our Locality Empowerment Group representatives encouraged the development group to keep the plan short, to make it visual, and to avoid using jargon and we have tried to achieve this in the draft presented. We are working with our community representatives to select a design for the front cover and hope to have this available for the draft going out for consultation. In addition, the intention is for the final plan to be professionally designed.
- 3.5. Following approval of the draft it is proposed that a period of 6 weeks consultation will take place in January and February 2022 with the final plan



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incorporating feedback being presented to the IJB meeting on 29 March 2022.

4. Implications for IJB

4.1. Equalities, Fairer Scotland and Health Inequality

A Health Inequalities Impact Assessment (HIIA) is being undertaken alongside the development work of the plan and is informing targeted consultation. The assessment incorporates our Public Sector Equality Duty (as per the Equality Act 2010) and our Fairer Scotland Duty. It is a dynamic assessment that will remain ongoing whilst the plan is in development. The final HIIA will be submitted to the IJB in March 2022 and will be published at the same time as the Strategic Plan.

4.2. Financial

The Strategic Plan will be delivered within the existing IJB budget as approved within the Medium-Term Financial Framework for each of the three financial years 2022-23, 2023-24, and 2024-25.

4.3. Workforce

The Strategic Plan will be delivered by the existing workforce. Workforce is an enabler within the plan and focus will be given to addressing workforce challenges in terms of recruitment, retention, and resilience. The Workforce Plan will be presented to IJB in 2022.

4.4. Legal

Section 29 of the Public Bodies (Joint Working) (Scotland) Act 2014 requires the IJB to prepare and publish a Strategic Plan. This report details the actions we are taking to ensure this obligation is met.

4.5. Covid-19

The impact of Covid-19 on delivering our aims has been taken into account when preparing the consultation draft of the Strategic Plan.

4.6. Unpaid Carers

The consultation draft of the Strategic Plan does acknowledge our continued commitment to support unpaid carers. Further detail of this will be provided when the revised Carers Strategy is submitted to the IJB on 29 March 2022.



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4.7. Other

This report has no other relevant implications.

5. Links to ACHSCP Strategic Plan

5.1. This report details the progress towards developing our new Strategic Plan for 2022-2025 and presents a consultation draft for approval.

6. Management of Risk

6.1. Identified risks(s)



Section 29 of the Public Bodies (Joint Working) (Scotland) Act 2014 requires the IJB to prepare and publish a Strategic Plan. There is a risk that if we do not make progress in developing a revised Strategic Plan for 2022-2025, we will not meet this obligation. In addition, the absence of a revised and updated Strategic Plan carries the risk that there is no focused direction and authority for staff activities or budget expenditure.

6.2. Link to risks on strategic or operational risk register:

The Strategic Risk Register details the risks that might prevent or inhibit delivery of the Strategic Plan. Once the revised Strategic Plan is finalised and approved the Strategic Risk Register will also be reviewed to ensure it still accurately reflects the risks relevant to non-delivery.

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

By developing and publishing a revised Strategic Plan in April 2022 we are meeting our legal obligation and providing a strategic basis for the work of the IJB over the three years from April 2022 to March 2025.

Approvals	
	Sandra Macleod (Chief Officer)
	Alex Stephen (Chief Finance Officer)