



INTEGRATION JOINT BOARD

Date of Meeting	19 November 2024
Report Title	Draft ACHSCP Strategic Plan 2025-2029
Report Number	HSCP.24.085
Lead Officer	Fiona Mitchelhill, Chief Officer
Report Author Details	Alison MacLeod Strategy and Transformation Lead ACHSCP AliMacleod@aberdeencity.gov.uk
Consultation Checklist Completed	Yes
Directions Required	No
Exempt	No
Appendices	A – ACHSCP Strategic Plan 2025-2029 Evidence Document B - DRAFT ACHSCP Strategic Plan 2025-2029 C - ACHSCP Strategic Plan 2025-2029 Consultation Plan
Terms of Reference	8 - The approval or amendment of the Strategic Plan and on-going monitoring of its delivery through the Annual Performance Report

1. Purpose of the Report

- 1.1. The purpose of this report is to present to the Integration Joint Board (IJB) the first draft of the ACHSCP Strategic Plan 2025-2029 for approval to go out for public consultation.

2. Recommendations

- 2.1. It is recommended that the Integration Joint Board:



INTEGRATION JOINT BOARD

- a) Approves the draft ACHSCP Strategic Plan 2025-2029, the Evidence Document, and the Consultation Plan.
- b) Instructs the Chief Officer to consult with the public on this draft commencing immediately after approval and ending on 12th February 2025 (in time for report preparation for the IJB meeting on 18th March 2025).
- c) Instructs the Chief Officer to update the draft Strategic Plan with feedback and comments received from the consultation process and present the proposed final version to the IJB meeting on 18 March 2025 for approval.
- d) Notes that the Integrated Impact Assessment (IIA) is underway, is being informed by engagement and consultation, and will be presented along with the final Strategic Plan.

3. Strategic Plan Context

- 3.1. Section 29 of the Public Bodies (Joint Working) (Scotland) Act 2014 requires the IJB to prepare and publish a Strategic Plan. Our previous Strategic Plans have had a lifespan of a period of three years. The current ACHSCP Strategic Plan will conclude in March 2025 when it is proposed that the ACHSCP Strategic Plan 2025-2029 will begin. It is proposed that the lifespan of this Strategic Plan will be for a period of four years. This is to enable us to align with the proposed refresh periods of our partner plans, particularly the Local Outcome Improvement Plan (LOIP) and the Children's Services Plan. It also aligns with the current proposed implementation date of the National Care Service.

4. Summary of Key Information

- 4.1. Work on the ACHSCP Strategic Plan 2025-2029 began in February 2024 with raising awareness at a commissioned providers event and at the staff conference. In March and April 2024 the timeline and approach to refreshing the Strategic Plan were agreed by the Senior Leadership Team (SLT).
- 4.2. A number of other relevant and aligned consultations had either already taken place, or took place, during the development period for the Strategic Plan and the output from these were used to inform our thinking. These include the Carers Survey, Aberdeen City Voice 49th Survey Report – People Edition, the refresh of both the Locality Plans and the Local Outcome Improvement Plan (LOIP), and the General Practice Vision 2024-



INTEGRATION JOINT BOARD

30. Using this output helped to avoid duplication and consultation/engagement fatigue and also enabled us to streamline our engagement approach.

4.3. In June 2024 three key sessions took place regarding the Strategic Plan; an insights session with IJB, a development session with SLT, and the Strategic Planning Group (SPG) meeting where members of the Locality Empowerment Groups (LEGs) are represented. These sessions focussed on the timeline and approach, an overview of the strategic context, and a review of our current aims, values, and priorities. The impact of the current financial climate was also explored. Feedback received from those sessions identified there should be a greater focus on:

- reducing stigma and inequality
- more Grampian wide collaboration with our partners
- being realistic and reflective of our financial position
- making best use of digital assets and innovation
- future planning, transforming services to make them sustainable

4.4. In July and August 2024 we provided opportunities for staff to engage with the development of the plan through partnership wide staff drop-in sessions where similar feedback was received.

4.5. Attached to this report at Appendix A is what we have called our Evidence Document. This is a detailed analysis of the national and local context for health and social care delivery; our statutory responsibilities; our links with our partners, not only in Aberdeen City but also across Grampian; our current performance; a horizon scan of emerging requirements; and feedback from engagement with staff and the public to date about what they would like to see represented in our strategic plan. This helped to crystallise what was important to include in the plan.

4.6. In September 2024, taking onboard all the feedback from the engagement work to date, the initial framework for the draft Strategic Plan 2025-2029 was developed and presented to the IJB insights session and to the SLT 'Critical Thinking' session. This identified our vision and four key aims along with the outcomes we hope to achieve:

Vision - 'Empower communities to achieve fulfilling and healthy lives'

4.7. Our **values** represent what is important to us and we have amended these slightly by removing the value of 'Transparency'. This does not mean we will not be transparent in everything that we do but the definition of honesty



INTEGRATION JOINT BOARD

is 'truthful and hiding nothing' which articulates our intention. Our revised proposed values are therefore - Honesty, Empathy, Respect, and Equity the first letters of which create the acronym HERE, leading us to be able to say that Aberdeen city Integration Joint Board is HERE for the people of Aberdeen City.

- 4.8. Following a significant amount of work to understand the work we required to do along with what outcomes we wanted achieve through undertaking this work we identified four Strategic Aims and four Strategic Outcomes: -

Strategic Aims

- shift our focus towards Prevention and Early Intervention
- transform the way we approach service delivery
- improve equity of access to care and support
- collaborate with our communities and partners

Strategic Outcomes

- improve future population health and Healthy Life Expectancy and reduce the predicted increase in demand for health and social care services
- achieve affordable and sustainable service delivery and improve outcomes for individuals
- enable those who are disadvantaged to achieve as fulfilling a life experience as possible
- ensure our service delivery meets local need and complements the work of our partners.

- 4.9. We have also identified six Enablers which will support delivery of the draft Strategic Plan. These are Finance, Workforce, Infrastructure, Digital Innovation and Technology, Relationships, and Data. We have expanded on what we mean by 'Technology' and we have now included Data which is crucial in supporting day-to-day service delivery and decision making.

- 4.10. During October 2024 work was undertaken to develop the priorities that sit below the Strategic Aims and to consider what activity might be undertaken to deliver these. This included a rough drafting of the required activities for the delivery of the Strategic Plan as we needed an idea of these before confirming that the draft Strategic Plan could be delivered or not, given that over the lifetime of the plan our resources are likely to reduce further. In an ideal world we would like to be able to deliver all of the transformation and changes that the Evidence Document indicates is needed, however, we have had to be realistic in terms of the commitments we can make. In addition, at this point, the draft Strategic Plan was considered by



INTEGRATION JOINT BOARD

Aberdeen City Council's Strategy Board on 10 October 2024 and by the Grampian Planners group on 22 October 2024.

- 4.11.** As in previous years, delivery of the Strategic Plan will be supported by a Delivery Plan. The Delivery Plan will not be subject to the same level of public consultation as the draft Strategic Plan. The detail of this will be developed with the Senior Leadership Team and staff over the coming months and will be presented to IJB along with the proposed final Strategic Plan on 18 March 2025. Previous experience has taught us that we operate in an ever-changing environment. The Delivery Plan presented in March is unlikely to cover all the details of every activity planned over the four-year lifespan of the Strategic Plan. The first year will be detailed as that will correlate with the Medium-Term Financial Framework (MTFF) also due to be submitted to the March IJB meeting. Details for subsequent years will only be provided for activity where there is a degree of certainty. The Delivery Plan will be reviewed annually allowing for emerging or changing priorities to be incorporated. Subsequent updated versions of the Delivery Plan will be submitted for approval along with relevant MTFFs year on year.
- 4.12.** Also appended to this report is a Consultation Plan. This lists the engagement undertaken to date and also the plans for consultation going forward. It should be noted that we intend to run the consultation on the Strategic Plan in conjunction with planned consultation events on our 2025/26 proposed budget savings. This will enable us to reach more people than we might otherwise and again should avoid consultation fatigue.

5. Implications for IJB

5.1. Equalities, Fairer Scotland and Health Inequality

An Integrated Impact Assessment (IIA) is being undertaken alongside the development of the ACHSCP Strategic Plan 2025-2029 which is helping to inform our progress. The assessment incorporates our duties and responsibilities as set out in our [Assessing our Impact guidance](#). The IIA will remain ongoing whilst the plan is in development. The final IIA will be submitted to the IJB in March 2025 and will be published at the same time as the ACHSCP Strategic Plan 2025-2029.



INTEGRATION JOINT BOARD

5.2. Financial

The ACHSCP Strategic Plan 2025-2029 will be delivered within the existing IJB budget as approved within the Medium-Term Financial Framework (MTFF). The next update for the MTFF is due to be presented to the IJB in March 2025.

5.3. Workforce

The ACHSCP Strategic Plan 2025-2029 will be delivered by the existing workforce. Workforce is an enabler within the plan and focus will be given to addressing workforce priorities: recruitment and retention, mental health and wellbeing, growth and development opportunities. The current workforce plan will be refreshed in 2025.

5.4. 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.

5.5. Unpaid Carers

The development and delivery of our Carers Strategy is focused on improving experiences of unpaid carers. The Carers Strategy action plan and annual reporting provided to the IJB represents our progress and commitments moving forward. The Carers Strategy 2023-2026 is a core element to the ACHSCP Strategic Plan 2025-2029 and recognises the support that unpaid carers provide and ensures they will continue to be fully involved in the planning and delivery of services designed to support them.

5.6. Information Governance

There are no direct information governance implications arising from the recommendations of this report

5.7. Environmental Impacts

There are no direct environmental implications arising from the recommendations of this report.



INTEGRATION JOINT BOARD

5.8. Sustainability

There are no direct sustainability implications arising from the recommendations of this report.

5.9. Other

There are no other direct implications arising from the recommendations of this report.

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 Strategic Plan for 2025-2029, we will not meet this obligation.

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

The development and delivery of the ACHSCP Strategic Plan 2025-2029 is linked to and impacted by all the risks currently on the Strategic Risk Register as referenced in the Strategic Plan Evidence Document.

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

By developing and publishing the ACHSCP Strategic Plan 2025-2029 in April 2025 we are meeting our legal obligation and providing a strategic basis for the collaborative work of the IJB over the four years from April 2025 to March 2029.