



INTEGRATION JOINT BOARD

Date of Meeting	18 March 2025
Report Title	Draft ACHSCP Strategic Plan 2025-2029
Report Number	HSCP.25.020
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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:



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- a) Approves the draft ACHSCP Strategic Plan 2025-2029, the Evidence Document, and the Consultation and Engagement Plan as detailed in appendices A to C.
- b) Instructs the Chief Officer to consult with the public including academics linked to the Health Determinants Research Collaboration, on the draft commencing 24th March 2025 and ending 14th May 2025 (in time for report preparation for the IJB meeting on 1st July 2025).
- c) Notes that the consultation will be undertaken jointly with Aberdeen City Council's Local Housing Strategy, Community Learning and Development Plan and Local Development Plan.
- d) Instructs the Chief Officer to update the draft IJB Strategic Plan 2025-2029 following feedback and comments received from the consultation process and present the proposed final version to the IJB meeting on 1st July 2025 for approval.
- e) Instructs the Chief Officer to also present the first Annual Delivery Plan of the Strategic Plan 2025-2029 to the IJB meeting on 1st July 2025 for approval.
- f) 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 a Strategic Plan and section 35 requires the IJB to publish this plan. Our previous Strategic Plans have had a lifespan of a period of three years. The current IJB Strategic Plan will conclude in June 2025 after which it is proposed that the IJB Strategic Plan 2025-2029 will begin. It is proposed that the lifespan of this Strategic Plan will be for a period of four years although it will be reviewed annually to take account of changing circumstances and these will be reflected in an Annual Delivery Plan which will be submitted to IJB for approval alongside the Medium Term financial Framework in March every year. The 4 year lifespan 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.

4. Summary of Key Information



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- 4.1. Work on the ACHSCP Strategic Plan 2025-2029 began in February 2024 with initial engagement 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 2024-30. 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.



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- 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 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.
- 4.8. The draft Strategic Plan was originally scheduled to come to the IJB meeting on 19th November 2024 for approval to go out for public consultation. It became apparent, however, that there was a need for greater clarity on our budget position before we could make commitments to any activity in the Strategic Plan. Submission of the draft was therefore deferred until the IJB meeting on 18th March 2025 and it can be found at Appendix B of this report.
- 4.9. There is now greater clarity on the budget and this has led to a far more streamlined and targeted strategic direction for the next four years beginning with a focus first and foremost to transform our service delivery to ensure we can meet demand within resource. We remain committed to our prevention and early intervention agenda which will help manage future demand. Work on this will continue during the transformation phase but achieving the balance between demand and resource will enable us to shift more of a focus towards this in future. We will work with our partners and the people of Aberdeen to improve the overall health and wellbeing of the population. In an ideal world we would like to be able to deliver all of the transformation and changes that the Evidence Document indicates are needed, however, we have had to be realistic in terms of the commitments we can make in relation to the budget we have.
- 4.10. We have now reduced the original four Strategic Aims to two and these have four Strategic Priorities: -



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Strategic Aims

- Shift our focus towards Prevention and Early Intervention
- Update our approach to Service Delivery

Strategic Priorities

- Improve physical and mental health
- Reduce harm
- Make best use of resources
- Transform service delivery

- 4.11.** 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.
- 4.12.** 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 01 July 2025. Previous experience has taught us that we operate in an ever-changing environment. The Delivery Plan is unlikely to cover all the details of every activity planned over the four-year lifespan of the Strategic Plan but will be reviewed annually allowing for emerging or changing priorities to be incorporated.
- 4.13.** It is recognised that improving health and wellbeing cannot be achieved by the IJB and its activities alone. Our partners in Aberdeen City Council have a role to play in improving the wider determinants of health. In line with Aberdeen City's ambition to become a Marmot Place, a common introduction to all strategies and plans, focusing on these wider determinants has been produced with each strategy or plan expected to articulate what activity they intend to take to support the health and wellbeing of the population. You will see this approach in the Strategic Plan. There is also a collective agreement that 'Personas' should be included in an attempt to personalise the plans and make them come alive and be relevant for the reader. The Personas have been developed collectively and will be represented in each plan or strategy.
- 4.14.** Appendix C of this report contains the Consultation and Engagement 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



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consultation on the Strategic Plan in conjunction with planned consultation events on three Aberdeen City Council strategies and plans due to be finalised over the coming year – the Local Housing Strategy, the Community Learning and Development Plan and the Local Development Plan. This will enable us to reach more people than we might otherwise do, emphasise our joined up approach to improving health and wellbeing and 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.

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 on 18 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

Sections 29 and 35 of the Public Bodies (Joint Working) (Scotland) Act 2014 require the IJB to prepare and publish a Strategic Plan. This report details the actions we are taking to ensure these obligations are met.

5.5. Unpaid Carers



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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.

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)

Sections 29 and 35 of the Public Bodies (Joint Working) (Scotland) Act 2014 require 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 these obligations.

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



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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 July 2025 to March 2029.