



INTEGRATION JOINT BOARD

Date of Meeting	01 July 2025
Report Title	Strategic Plan 2025-2029
Report Number	HSCP25.058
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 - Strategic Plan 2025-2029 B - Changes from Draft to Final C –Strategic Plan 2025-2029 Evidence Document D - Strategic Plan 2025-2029 Consultation Plan E – Integrated Impact Assessment Strategic Plan 2025-2029
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 final Strategic Plan 2025-2029 for approval.



INTEGRATION JOINT BOARD

2. Recommendations

2.1. It is recommended that the Integration Joint Board:

- a) Approves the Strategic Plan 2025-2029, and
- b) Instructs the Chief Officer to publish the Strategic Plan and instigate the formal launch and promotion activities.

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, however 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

- 4.1. An initial draft of the Strategic Plan 2025-2029 was presented to the IJB on 18th March 2025 along with an Evidence Document and Consultation Plan. The IJB approved the draft to go out for public consultation and instructed the Chief Officer to bring a final version incorporating the feedback to the IJB meeting on 1st July 2025.
- 4.2. The Strategic Plan attached at Appendix A has not only been updated from the consultation feedback but it has also undergone significant reformatting. The IJB is aware that external support had been involved in reviewing the Strategic Plan and the reformatting is largely as a result of feedback from them. Appendix B contains a high level summary of the changes from the draft to the final report. Of particular note is the strengthening of the alignment between the Strategic Plan with finance and risk with more emphasis and detail being provided in relation to each.
- 4.3. The implementation of this four year Strategic Plan will be achieved through the successful delivery of four Annual Delivery Plans. These will contain details of the projects and activities we plan to undertake along with timelines and measures. Appended to the Strategic Plan is our Routemap



INTEGRATION JOINT BOARD

for delivery which gives a high level overview of the activity we plan to undertake over the four year lifespan of the Strategic Plan although it should be noted that this is our intention at this time. Every year a review of progress and emerging priorities will be undertaken and the subsequent year's Delivery Plan will be developed which will continue to be aligned to both the Medium Term Financial Framework and the Strategic Risk Register. The section entitled Implementation and Governance on page 22 of the Strategic Plan confirms how we will measure progress and delivery.

- 4.4. In developing the Strategic Plan the IJB were advised in March 2025 that an Evidence Document had been developed. Part of that contained references to the Population Needs Assessment (PNA) 2023. The PNA has recently been updated and was presented to the Community Planning Aberdeen Management Group at their meeting on 21st May 2025. The Evidence Document contained in Appendix C has been updated to reflect the updated PNA. The key changes from the 2023 to the 2025 PNA are: -
- The impact of deprivation is even more stark – data for the most deprived areas is worsening and that for the least deprived is improving.
 - In terms of demographics although we were aware that the 75+ age group is due to increase by 16.2% overall, the increase for males in this age group is predicted at 26.2%.
 - Over half of single occupancy households are associated with people over the age of 50.
 - There is an increase in adult use of e-cigarettes
 - The estimate of people in the city who are considered obese has risen from 23% in 2019 to 32% in 2023.

These changes have been considered when finalising the Strategic Plan and either incorporated into the detail or will be fed into current and future service planning.

- 4.5. The report to IJB in March covered the consultation undertaken to date and the feedback from that. As described in that report the public consultation was a joint one with other Community Planning Aberdeen partners. The aim of this was to reduce the burden on communities and streamline the process. The plans and strategies included the Local Housing Strategy, Health and Social Care Partnership Strategic Plan, Community Learning and Development (CLD) Plan, the Local Development Plan (LDP), the Visitor Levy Proposal, the Children's Services Plan, and the Local Outcome Improvement Plan and Locality Plans. The consultation ran from 24th March to 18th May 2025 and comprised of two online surveys, one for adults and one for children and young people, an outreach programme involving 98 groups/school locations across Aberdeen and 6 locality events



INTEGRATION JOINT BOARD

with specific activities designed by the Aberdeen Youth Movement and Aberdeen Ambassadors for children and young people. People were also able to complete a paper copy of the online surveys. The feedback has been incorporated into the final version of the Strategic Plan and the Consultation Plan contained at Appendix D has been updated to reflect this.

5. Implications for IJB

5.1. Equalities, Fairer Scotland and Health Inequality

A Proportionality and Relevance assessment has been undertaken on the Strategic Plan. This has determined that full impact assessments may be required for some of the specific projects or activities in the Delivery Plan and some of these have already been submitted to IJB in March as part of the Medium Term Finance Framework in relation to the Budget Savings projects. Others will be developed as required as the work is undertaken on transformation projects.

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. Additional funding has been received for the technology project.

5.3. Workforce

The ACHSCP Strategic Plan 2025-2029 will be delivered by the existing workforce. 'Workforce' is an enabler within the Strategic Plan. The current Workforce Plan is due to be refreshed in 2025 to take cognisance of the new Strategic Plan. As well as continuing to focus on the current workforce priorities - recruitment and retention, mental health and wellbeing, growth and development opportunities – the revised Workforce Plan will seek to map out how the shape and cost of our workforce is predicted to change over the four year lifespan of the Strategic Plan and identify what support staff require to build skills and confidence in new ways of working.

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.



INTEGRATION JOINT BOARD

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 supports delivery of the Strategic Plan 2025-2029 recognising the contribution that unpaid carers make to the wider health and care system.

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:

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.



INTEGRATION JOINT BOARD

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 July 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.