

Changes from draft to final Strategic Plan 2025-2029

Section	Changes
Foreword	Minor text changes notably the inclusion of a reference to 'being realistic' about what we can achieve (consultation feedback). Also foreword now attributed to Hussein rather than John
Introduction	The draft had an 'Introduction' section setting the Aberdeen context and containing a lengthy narrative on the Social Determinants of Health. This is a common introduction to be used in all Aberdeen City Council strategies and plans. In the final version, this has been condensed and included as a Wider Social Determinants of Health section (part of the 'Strategic Plan Development Section' below). The change was made due to feedback that there was an imbalance between this section and the rest of the IJB specific text.
The Problems Facing our Citizens	This is the section containing the 'Case Studies'. The draft version contained 10 Case Studies and our response to them was noted at the end of the section. The final version contains only three of the most relevant Case Studies and how the IJB can help support them is noted immediately underneath each – again this was as a result of feedback we received as part of the consultation.
Current Service Delivery	This section did not feature in the draft. The rationale for including it is based partly on feedback from the external support who suggested we needed to make a stronger case for change and partly on the request to align the Strategic Plan with the Medium Term Financial Framework. Most of our budget is allocated to day to day service delivery responding to need and a focus is often on perceived delivery failings – delayed discharges, difficulties in getting GP appointments etc. This section is designed to remind the reader of everything we do and give a flavour of the level of activity we undertake (please note there is no reliable data for GP appointments so we have not been able to include that). It also lists some of the challenges our services are currently facing thus beginning to set the scene as to why we are committing to certain activities..
Our Vision and Values	The value of Transparency has been added back in. In the final draft 'Key Principles for Service Delivery' have been added. These came from work undertaken by the external support we had in developing our Strategic Plan. 'Strategic Approaches' have also been added. This enabled us not only to commit to particular ways of working – whole system, collaboration, and Grampian Hope – but also to respond to some of the feedback from consultation in terms of shifting public expectations and behaviours and communicating and engaging with our stakeholders and communities.
Strategic Plan Development	This is a new section in the final version. It covers the data included in the PNA, the impact of deprivation on health, the challenges of an ageing population, the growing burden of disease, and the financial challenges we are facing currently. It also covers the wider social determinants of health (from the previous Introduction section), how we have tried to align with our partners, the Case Studies, and what

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	we heard from the public consultation including what we did with that feedback (in a You Said/We Did type format). It is designed to strengthen the rationale for why we are committing to the aims and priorities in the Strategic Plan and the activities and projects in our Delivery Plan.
Our Challenge and Response Statements	Unchanged from draft
Strategic Aims and Priorities	Only a high level summary of the aims and priorities is contained in the final version. This is a deliberate attempt to keep the Strategic Plan strategic. The detail will be contained in the Year 1 Delivery Plan which will be considered by the Risk, Audit, and Performance Committee.
Strategic Plan on a Page	This has been removed from the final version of the Strategic Plan. We have retained only the commitments to the Strategic Aims and Priorities but have now included the outcomes we hope to achieve from these and the measures we will use to determine success.
Logic Model	This is new for the draft and is an approach proposed from Aberdeen City Council's review of their strategic framework. It provides an easy read, graphical display of our 'Theory of Change' which is perhaps more relevant for the strategy.
Enablers to Delivery	New for the draft. We had referenced Enablers in previous strategies. It had been suggested that we remove these to keep the strategy concise however the external support advised that the inclusion of these lends weight to the rationale as to our strategic direction and the activities and projects in our Delivery Plan. Finance, technology, infrastructure, workforce and data are all key to us being able to deliver the Strategic and Delivery plans.
Strategic Risks	New from the draft. The inclusion of this arose from the request to ensure the Strategic Plan was more aligned to Risks. The table lists the mitigations in the Strategic Plan relevant to each of the risks in the Strategic Risk Register.
Implementation and Governance	Enhanced from draft which referred only to delivery and measuring impact. Confirmation of continuation of our programme and project management approach and alignment to finance and risks. Included confirmation of measuring our impact and continued monitoring and reporting on delivery. Governance diagram included as a result of feedback
Appendix A – Routemap to Delivery	New from draft. The Routemap has been included to demonstrate our commitment to longer term planning over the four financial years 2025-26 through to 2028-29. It should be noted that this is at a high level and the detail will be contained in the Delivery Plans. There will be a review every year based on progress and emerging priorities. Subsequent Delivery plans will be presented with the MTFF in March 2026, 2027, and 2028