



Integration Joint Board

Report Title	Indicative Strategic Planning Timetable 2017
Lead Officer	Judith Proctor, Chief Officer
Report Author	Kevin Toshney, Acting Head of Strategy & Transformation Gail Woodcock, Integrated Localities Programme Manager.
Date of Report	07.10.16
Date of Meeting	15.11.16

1: Purpose of the Report

The purpose of this report is to provide an overview to the IJB of the strategic planning activities that are being progressed following the publication of the Strategic Plan and to give an indicative timetable in relation to these.

2: Summary of Key Information

2.1 Background

The partnership's Strategic Plan was approved by the shadow Integration Joint Board at its meeting of 29th March and published on integration 'go live' day 1st April.

The vision, values and strategic priorities outlined in the plan are pivotal points of reference for those core activities (locality planning, service transformation and inter-related strategic planning activities) which will be instrumental in achieving our ambitions.

Our strategic planning capacity and capabilities will provide support to our day to day operational delivery and also seek to provide some answers and solutions to the questions and challenges that we need to address in the future.

2.2 Directorate of Strategy and Transformation.

The proposed Strategy and Transformation directorate was referenced in a paper presented to the IJB at its April 2016 meeting by Tom Cowan, Director of



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Operations.

This paper emphasized the co-ordinated and flexible approach that would be required to develop three inter-related elements (operations, finance and business and strategic commissioning) of the senior leadership team that would support the Chief Officer and her Executive team in delivering safe and effective services, driving transformation in line with our strategic priorities and ensuring robust governance of our resources and processes.

A related paper presented by the Chief Officer at the same meeting proposed strategic commissioning principles and priorities and the investment required to build capacity and deliver these.

The IJB agreed the proposed organisational design and instructed the Chief Officer to deliver this within the existing resources of the present management structures, along with the additional transformational funding outlined in the Strategic Commissioning report.

The directorate's structure has been revised slightly (Figure 1) to reflect the scope and scale of the partnership's planning and transformation requirements outlined in this paper.



Figure 1: Directorate structure



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Core functions of this directorate will include:

- Strategic commissioning
- Market facilitation
- Locality planning
- Policy, strategy and risk
- Community planning
- Integration arrangements and compliance
- Transformation and innovation
- Continuous improvement framework

Those programme managers who will be leading and supporting our transformation work streams will now be wholly aligned to the Lead Transformation Manager and in addition, planning colleagues who have previously been aligned with different social work service managers will align to the Lead Strategy Manager.

A mapping exercise will be undertaken to show the available capacity of the team given their existing responsibilities and/or ascribed activities. A matrix aligning the available resource with the partnership's strategic priorities and planning needs across all of the delegated health and social care functions will then be drawn up in order to identify what additionality is required.

2.3 Strategic Plan Review & Refresh.

It is important that the partnership's Strategic Plan is always seen to be a credible document in the eyes of those individuals who use our health and social care services, their carers and families and the partnership's own constituent sectors (health, social care, third, independent and housing etc).

There is a risk that plans that are allowed to drift towards their published end date can be seen as less meaningful and important although it is very possible that they outline core ambitions and activities that may well continue to be referenced in the subsequent versions. We wish to ensure that our Strategic Plan is always seen to be a credible and meaningful document throughout its lifespan.

The Public Bodies Act (2014) requires the IJB to review its Strategic Plan within



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the plan's three year lifespan. This review must reflect the integration principles and national health and wellbeing outcomes and seek the views of the Strategic Planning Group on the effectiveness of the arrangements for carrying out the delegated functions and whether, in the light of this, a new Strategic Plan needs to be prepared.

The integration of health and social care services has been a very significant event but, given that in this first year structures are still being developed and we are only beginning to affect transformational change, it is suggested that a desktop review of our Strategic Plan is undertaken in the first instance to ensure that it continues to be an accurate reflection of the IJB's vision and ambitions.

This review will be led by the Strategic Planning Group and will use as key reference documents 'A Strategic Overview of Strategic Plans' (Appendix A) produced by the Scottish Government and the partnership's first annual report which is due to be published in June next year.

The consultation and engagement that is undertaken on the revised plan will be proportionate to the scale of the review and will most likely be channelled through the respective locality leadership groups and existing strategic networks.

The Integration Joint Board will be presented with the review findings and the revised Strategic Plan.

2.4 Locality Planning.

The significance of localities as the 'engine room' of integration has been highlighted previously and is informing the development of our Locality Leadership Groups.

These groups are integral to our locality planning processes in that they will consider the needs of different population groups in order to help identify locality specific priorities and influence decision making around resource allocation and service delivery activities.

The process undertaken for the initial establishment of each locality group has involved the bringing together of relevant people, including those stipulated within the Locality Planning Guidance, to a "Kick Off" event. This event has provided an opportunity for those present to get to know each other and form relationships; be



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informed about integration and the purpose of Locality Leadership Groups; and to start to think about the assets/ strengths of each locality and what activities may be required in order to fulfil the requirements of locality planning (Appendix B shows a draft locality planning outline developed by the South locality Leadership Group).

All four localities in the city have had their 'kick off' event, identified their chairs and are now seeking to develop their leadership groups further.

The Aberdeen City Health and Social Care Partnership and Community Planning Partnership are implementing different locality models because of their different statutory obligations. Colleagues from the two partnerships are collaborating to ensure that those joint opportunities which are in the best interests of our citizens and communities are maximised and obvious differences are mitigated against.

It is envisaged that the partnership will produce its locality plans in late 2017.

2.5 Strategic Planning Framework.

The development of the partnership's current Strategic Plan was undertaken with reference to the Public Bodies (Scotland)(Joint Working) Act 2014, the accompanying statutory guidance and an intuitive 'analyse, plan, do and review' model.

The anticipated benefits from the emerging development of the Strategy and Transformation directorate are increased policy cohesion and activity co-ordination however optimised returns will require more formal supports and tools. Having a 'Plan for how we plan' will be very helpful in explaining what we do, how we do it and why we do it, to a wider stakeholder audience.

A five tiered framework that seeks to align individual elements (governance, strategy, business processes, workforce and outcomes) in a coherent fashion will be produced. It is envisaged that this framework will have a relevance to the partnership's current operational activities, support future planning activities and underpin the development of all of the partnership's strategic policies and plans.

The Strategy and Transformation team and the Strategic Planning Group will jointly progress the development of this framework with a view to it being completed in late 2017.



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2.6 Commissioning Plan.

Strategic commissioning is the term used for all the activities involved in assessing and forecasting needs, linking investment to agreed outcomes, considering options, planning the nature, range and quality of future services and working in partnership to put these in place.

Effective commissioning requires the development of a comprehensive commissioning strategy. The partnership's Strategic Plan has been well received but it has been acknowledged that it provides a high level narrative of our vision and ambitions but perhaps lacks clarity of detail about our commissioning intentions.

A commissioning plan will be produced that outlines in more detail the models of care that we wish to develop across the city. It will be a statement of intent and as such an invitation to the third, independent and housing sectors to participate in the collaborative development and implementation of these.

We recognise that as was the case in the development of our Strategic Plan, our process needs to be equitable and transparent and open to influence from stakeholders via an ongoing dialogue with individuals, carers and providers.

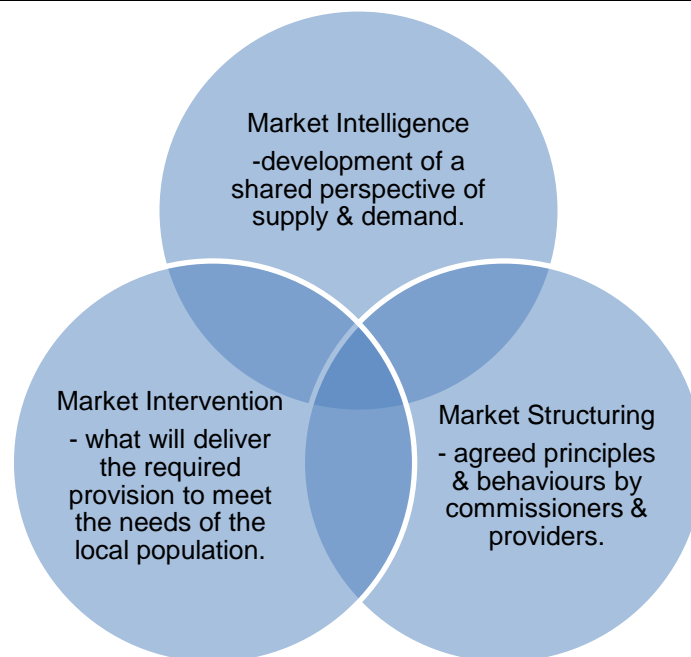
This plan will be produced in the second quarter of 2017.

2.7 Market Facilitation Plan.

Market facilitation is the process by which there is sufficient, appropriate provision available to meet needs and deliver effective outcomes. There are three broad, inter-related activities that help define market facilitation:



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Market facilitation is not a new activity for the partnership. It is an integral element of the commissioning cycle and as such, operational, planning and procurement colleagues have been facilitating ongoing discussions with our partners in the third, independent and housing sectors with respect to many developmental activities including the partnership's Strategic Plan.

We are keen to build on that dialogue and develop a market facilitation plan which will outline the key principles that will underpin commissioner provider relationships and activities that will support the reshaping of existing care models across all of the sectors. Our plan will be an invitation to the third, independent and housing sectors to collaborate in the realisation of our strategic ambitions and priorities.

A market facilitation steering group has been established to oversee the development of this plan. It is envisaged that this plan will be presented to the IJB for approval and publication along with the Commissioning Plan referred to earlier in the second quarter of 2017.

2.8 Client Group Policies and Plans.

Analysis was undertaken earlier this year of national strategies and their alignment with our local strategies and action plans. As part of the development of the



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Strategy and Transformation directorate discussions are in progress with appropriate operational, planning and procurement colleagues to prioritise our activities. The existence of a local strategy and/or action plan, its end date and that of the corresponding national strategy along with any impending legislation will all influence those discussions as will the available capacity of the Strategy & Transformation team to progress the production of these policies and plans in the expected manner and to the required quality.

A summary of the analysis is shown below highlighting the need to progress in particular the planning and development of our local policies for carers and individual's with a learning disability.

local strategy	action plan	thematics
yes	yes	<ul style="list-style-type: none">• Older People• Mental Health• Autism• Adult Support and Protection• Dementia
no	yes	<ul style="list-style-type: none">• Sensory Impairment• Choose Life• Substance Misuse
no	no	<ul style="list-style-type: none">• Carers• Learning Disability

A Carer's Strategy steering group, involving the IJB's two carer reps, has been established and has identified November 2017 as being a realistic and appropriate launch date for this strategy. The Carers (Scotland) Act will come into force a few months later on 1st April 2018.

Discussions with appropriate colleagues have commenced with respect to establishing a learning disability strategy steering group to oversee the development of that particular strategy.

The ongoing development of these strategies and plans will be monitored by the Strategic Planning Group which will become a 'place of reference' for all the steering groups to ensure that there is a consistency of approach and policy cohesion in the drafts produced.



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Documents that have been consulted upon will be submitted to the IJB for approval and agreed publication.

2.9 Planning of Acute Sector and Hosted services.

Strategic planning of the acute sector services below was delegated to IJBs because of the significant proportion of unplanned admissions that they experience.

- Accident and Emergency services provided in a hospital.
- Inpatient hospital services:
 - General medicine
 - Geriatric medicine
 - Rehabilitation medicine
 - Respiratory medicine
 - Palliative care
 - Mental health
 - Psychiatry of learning disability

In addition, a number of different services are hosted by the three Grampian IJBs on behalf of one another and as outlined in our Integration scheme, the Aberdeen City IJB hosts the Elderly & Rehabilitation and Sexual Health services.

It has previously been agreed that Aberdeenshire IJB will take the overall lead in hosting the strategic planning of these services on behalf of Aberdeen City and Moray IJBs to ensure that there is a comprehensive and co-ordinated planning process for the relevant acute and hosted services.

A Chief Officers' Acute Sector planning group has been established, chaired by the Aberdeenshire Chief Officer, Adam Coldwells and the most recent meeting (04/10/16) of the North East Partnership Steering Group (NEPSG) discussed a joint presentation by the three Grampian Chief Officers and the Director of Acute services on how best to proceed with these planning requirements given associated urgencies.

The importance of the role of NEPSG in facilitating joint planning and ensuring shared Governance was highlighted and the intention to step up the joint working to ensure strategic and governance processes are refined was also agreed.

A pan Grampian workshop to discuss and agree next steps has been arranged for



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December 2016 and further discussions regarding this requirement are scheduled for future meetings of NEPSG.

2.10 Other Strategic Planning Activities.

The Joint Strategic Needs Assessment (JSNA) that underpinned the development of the partnership's Strategic Plan was produced in early 2015. The nature of the information captured by the JSNA is such that it does not need yearly reviews however it would benefit from a review that took a broader asset based approach to the health and wellbeing of the local population.

The Strategic Planning Group will lead this review and it is envisaged that this it will inform and influence the developing locality profiles.

In addition, a bed based review is being undertaken to map out the volume, bed type and usage of the beds utilised across the partnership's delegated functions and services. This information will be fed into different modelling scenarios that reflect varying demographic, financial and market circumstances to produce outcomes and shape recommendations for inclusion in the Commissioning Plan.

Timescales for this bed based review and the Commissioning Plan need to be aligned and prioritised accordingly.

2.11 Community Planning Partnership Local Outcomes Improvement Plan.

Community Planning colleagues are leading on the development of those arrangements required by the Community Empowerment Act 2015 including the establishment of a locality model focussing on prioritised socio-economic areas and the development of a Local Outcomes Improvement Plan.

Partnership colleagues have been actively involved in discussions with their community planning counterparts relating to the commonalities between the respective locality models and the joint working opportunities that could and should be progressed together.

In addition, a specific section of the Local Outcomes Improvement Plan relating to 'Resilient People' is being developed. The timing and sequencing of the respective governance bodies may mean that it is not possible for a draft of that 'Resilient People' section to be presented to the IJB before it is considered by the CPP



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however it should be possible for the completed Local Outcomes Improvement Plan to be presented at a subsequent date.

The IJB is now a statutory partner within the Community Planning Partnership and it may be beneficial in terms of increased awareness and understanding for this to be the subject of a future IJB workshop.

2.12 Community Justice Outcomes Improvement Plan.

A national redesign of 'community justice' is taking place underpinned by the Community Justice (Scotland) Act 2016. From 1st April 2017 responsibility for strategic planning and delivery of community justice will be taken forward by partners in each local authority area (Local Authorities, Health Boards, Police Scotland, Scottish Fire and Rescue service, Integration Joint Boards, Scottish Courts and Tribunal service, Skills Development Scotland, Scottish Ministers).

The emphasis of the new model lies in a collaborative approach between partner organisations, communities, and the individuals who are involved with the 'Justice System' and their families. The strategic planning and delivery of services through Community Planning Partnerships are central to the new arrangements.

A Community Justice Outcomes Improvement Plan must be published on 1st April 2017 and must assess the extent to which national Community Justice outcomes are being achieved locally, whether they require to be a priority for action, and what action they intend to take to achieve or maintain them.

The draft Community Justice Outcomes Improvement Plan will be presented to the IJB as part of its consultation prior to its endorsement by the Community Planning Partnership.

2.13 Summary.

A significant amount of planning activity is envisaged for the partnership next year but for this to be undertaken in the desired co-productive manner and to the standard of quality expected will require firstly the means to do so and then agreement of what the partnerships priorities should be. These can be summarised as :



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Activity	Priority	Timescale	Comment
strategic plan review	medium	July-September	Priority relates to significance of strategic plan rather than activity given that this would be first review.
locality planning	high	September-December	Statutory requirement but needs to be aligned with development of operational structure esp Heads of Localities.
transformation programme	high	ongoing	Capacity issues will be eased by emerging Strategy and Transformation team.
strategic planning framework	low	September-December	Desirable but not strictly necessary.
commissioning plan	high	January- July	Will provide necessary detail for commissioning intentions/procurement parameters.
market facilitation plan	high	January-July	Supplementary to commissioning plan.
client group strategies & plans	low	January - December	Production of plan(s) needs time/resource.
acute sector planning	high	n/k	Statutory obligation but clarification needed re timeline & resource.
local outcomes improvement plan	high	December 2016	Statutory requirement of CPP; ACHSCP statutory partner & contributor to LOIP.
community justice outcomes improvement plan	high	January – March	Statutory requirement by 1 st April; ACHSCP statutory partner in CJA.

A communication and engagement plan will be drawn up to co-ordinate the key messages that will emerge from these different activities.



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3: Equalities, Financial, Workforce and Other Implications

Equalities Implications

No direct implications as such but Equalities Impact Assessments will be an integral element of all of our strategic planning activities and these all these assessments will be published with the plans that they relate to.

The Strategy and Transformation team will lead the discussions with appropriate colleagues from the IJB's partner organisations (ACC, NHSG) about the IJB's own Equalities duties and ensure that it is compliant with the relevant legislation.

Initial discussions have reflected on how colleagues who will be submitting papers to the IJB in the future can be supported with respect to the Equality Impact Assessment that they are required to complete. As part of this process, the assessment template and its accompanying guidance are being reviewed to see what improvements can be made.

Supporting staff to understand why they are completing these assessments and what should be done to ensure that they are thorough will result in a higher standard of assessment with clearer implications for the protected groups.

Financial Implications

The Chief Officer's Strategic Commissioning Paper that was presented to the IJB at its April 2016 meeting outlined an allocation from the Integrated Care Fund to support the commissioning work stream including the recruitment to key roles.

Once the mapping of our existing planning capacity is complete discussions with finance colleagues will be initiated to develop an options appraisal for the next developmental phase of the Strategy and transformation team.

The development of our operational activities across all sectors and client groups and the commissioning of appropriate services arising from our Commissioning Plan, Market Facilitation Plan and client group specific plans will have implications in respect of the integrated budget, transformational funds and ring fenced funding (where applicable).



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These financial implications will be more specifically detailed when future papers relating to these plans are presented to the IJB.

Workforce Implications

The development of the Strategy and Transformation team will result in a change of line management arrangements for some staff. Subsequent discussions with them will seek to develop a more cohesive policy approach by co-ordinating the team's planning activities with the partnership's strategic priorities and ambitions.

There are no other direct implications for the partnership's workforce however it is anticipated that greater cohesion and co-ordination across our planning activities will lead to raised awareness levels and increased understanding of the partnership's ambitions and intentions.

Other Implications

There is an increased opportunity to raise awareness of the health inequalities experienced by different population groups living in different parts of the city and for the partnership to get better at showing how, through a health inequalities impact assessment, it hopes to improve health and wellbeing and reduce health inequalities.

4: Management of Risk

Identified risk(s):

Link to risk number on strategic risk register:

1. There is a risk of significant market failure in Aberdeen City
2. There is a risk that the outcomes expected from hosted services are not delivered and that the IJB does not identify non-performance in through its systems. This risk relates to services that Aberdeen IJB hosts on behalf of Moray and Aberdeenshire, and those hosted by those IJBs and delivered on behalf of Aberdeen City.
3. There is a risk that the IJB and the services that it directs and has operational oversight of fail to meet performance standards or outcomes as set by regulatory bodies
4. There is a risk of reputational damage to the IJB and its partner organisations



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resulting from complexity of function, delegation and delivery of services across health and social care.

5. Failure to deliver transformation at a pace or scale required by the demographic and financial pressures in the system
6. There is a risk that the IJB does not maximise the opportunities offered by locality working

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

Strategic planning of its delegated functions and services is a key statutory responsibility for the IJB and there is an opportunity to mitigate the possible risks in a number of ways:

- 1) Capacity: to undertake the required planning activities and fulfil them in the expected manner and to the required standard will mean an aligned resource being made available.
- 2) Approach: Having a pragmatic approach that seeks to co-produce the solutions in partnership with the individuals who use our health and care services, their carers, and the third, independent and housing sectors. Engagement is seen as a defining feature of the partnership's activities.
- 3) Cohesion: Ensuring that all strategies and plans have a policy cohesion with Scottish Government strategies, the Strategic Plan and key strategies of the partner organisations.
- 4) Co-ordination: Fulfilling the different elements of the strategic commissioning cycle across all the planning activities will require significant co-ordination so that there is no confusion, little duplication of effort and maximised advantages.
- 5) Transformation: For strategic planning to be effective it must improve the personal experiences and outcomes of the people who use our services and their carers.



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5: Recommendations for Action

It is recommended that the Integration Joint Board:

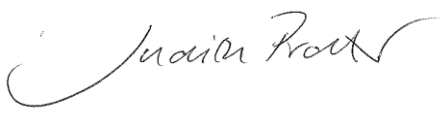

1. Notes the emerging development of the Strategy and Transformation team.
2. Agrees the prioritisation of the required planning activities.
3. Directs the Chief Officer to ensure that the completed

- Locality plans,
- Commissioning plan
- Market Facilitation plan
- Client group specific plans
- Acute sector plan(s)

are brought to the Board at the appropriate time for discussion and approval.

4. Agrees that the completed 'Resilient, Supported and Included' section of the Local Outcomes Improvement Plan should be brought to the Board at a future date for noting.
5. Agrees that the completed Local Outcomes Improvement Plan should be brought to the Board at a future date for noting.
6. Agrees that the completed Community Justice Outcomes Improvement Plan should be presented to the Board at a future date for noting.

6: Signatures

	Judith Proctor (Chief Officer)
	Alex Stephen (Chief Finance Officer)