



INTEGRATION JOINT BOARD

Date of Meeting	11 th December 2018
Report Title	Draft Strategic Plan 2019-2022
Report Number	HSCP.18.102
Lead Officer	Sandra Ross, Chief Officer.
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Consultation Checklist Completed	Yes
Directions Required	No
Appendices	a) ACHSCP Draft Strategic Plan 2019- 2022

1. Purpose of the Report

- 1.1. The purpose of this report is to present the draft Strategic Plan 2019-2022 to the IJB and to get its approval for there to be a public consultation on this plan.

2. Recommendations

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

- a) Note the draft Strategic Plan 2019-2022.
- b) Agree that there should be a public consultation on this plan during the period 7th January – 28th February 2019.
- c) Agree that the most current version of the ACHSCP Strategic Plan should be presented to the IJB at its Budget Meeting.



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- d) Agree that the revised ACHSCP Strategic Plan 2019-2022 should be presented to the IJB at its scheduled meeting on 26th March 2019 for final agreement and that the IJB are to be advised when the accompanying Implementation Plan will be presented to the Audit and Performance Systems Committee.

3. Summary of Key Information

3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 provides a framework for the effective integration of adult health and social care services.

3.2. Its policy ambition is to:

“...improve the quality and consistency of services for patients, carers, service users and their families; to provide seamless, joined up quality health and social care services in order to care for people in their own homes or a homely setting where it is safe to do so; and to ensure resources are used effectively and efficiently to deliver services that meet the increasing number of people with longer term and often complex needs, many of whom are older.”

3.3. Integration authorities are required by the legislation to produce a Strategic Plan for the delegated functions and budgets that they have a responsibility for.

3.4. The strategic plan:

- (a) sets out the arrangements for the carrying out of the integration functions for the area of the local authority over the period of the plan,
- (b) sets out how those arrangements are intended to achieve, or contribute to achieving, the national health and wellbeing outcomes, and
- (c) includes such other material as the integration authority thinks fit.

The strategic plan is required to be reviewed and, if required, replaced every three years



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- 3.5. Integration authorities are required to have at least 2 localities whose views must be taken into account and the arrangements for each locality must be set out separately.
- 3.6. At its previous meeting of 9th October 2018, the IJB agreed to begin a consultation on the Partnership's locality model, which would include the possibility of moving from a 4 to a 3-locality model so that there was the opportunity for a better alignment with community planning structures and activities. The IJB also requested that this proposal be incorporated into the draft Strategic Plan so that there could be a public consultation with appropriate stakeholders. Feedback on the response to this specific proposal will be provided to the IJB when the revised strategic plan is presented to the IJB in March 2019.
- 3.7. A short-life working group has been set up to produce a 3-locality model that will offer better opportunities for aligning with community planning structures and activities. A map of the proposed locality model will be included in the consultation draft of the strategic plan.
- 3.8. The partnership is required to ensure that stakeholders are fully engaged in the preparation, publication and review of the strategic commissioning plan. There has been significant engagement with appropriate stakeholders in the development phase of this plan
- 3.9. Engagement with our stakeholders in respect of this plan will continue up to its final revision in March 2019. A statement showing the extent of our engagement activity will be provided along with the revised Strategic Plan at the IJB meeting scheduled for 26th March 2019.
- 3.10. The draft Strategic Plan 2019-2022 is set out in Appendix A.

4. Implications for IJB

- 4.1. **Equalities** - There are no direct equalities implications arising from the recommendations of this report. However, the draft Strategic Plan takes cognisance of the equality outcomes expected of the IJB.
- 4.2. **Fairer Scotland Duty** - There are no direct implications arising from the IJB's Fairer Scotland duty in respect of the recommendations of this report.



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However, the draft Strategic Plan takes cognisance of the IJB's Fairer Scotland duty.

- 4.3. Financial** - There are no direct financial implications arising from the recommendations of this report. However, the draft Strategic Plan articulates the financial implications of the implementing the proposed strategy.
- 4.4. Workforce** - There are no direct workforce implications arising from the recommendations of this report. However, the draft Strategic Plan articulates the workforce implications of implementing the proposed strategy.
- 4.5. Legal** - Non-publication of a strategic plan would be contrary to the Public Bodies (Joint Working)(Scotland) Act 2014.

5. Links to ACHSCP Strategic Plan

- 5.1.** This is a revised and refreshed version of the partnership's Strategic Plan.

6. Management of Risk

6.1. Identified risks(s)

The identified risks in the partnership's Strategic Risk Register are explicitly linked to the ambitions and priorities outlined in the Strategic Plan and the arrangements that are put in place to meet these and fulfil the desired national outcomes.

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

- There is a risk of significant market failure in Aberdeen City:
 - a. Adult Social Care High
 - b. General Practice Services
- There is a risk of financial failure, that demand outstrips budget and IJB cannot deliver on priorities, statutory work, and projects an overspend.
- 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.
- There is a risk that relationship arrangements between the IJB and its partner organisations (Aberdeen City Council & NHS Grampian) are not





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managed to maximise the full potentials of integrated & collaborative working. This risk covers the arrangements between partner organisations in areas such as governance; corporate service; and performance.

- There is a risk that the IJB, and the services that it directs and has operational oversight of, fail to meet both performance standards/outcomes as set by regulatory bodies and those locally-determined performance standards as set by the board itself. This may result in harm or risk of harm to people.
- There is a risk of reputational damage to the IJB and its partner organisations resulting from complexity of function, delegation and delivery of services across health and social care
- There is a risk of failure to deliver transformation at a pace or scale required by the demographic and financial pressures in the system
- There is a risk that the IJB does not maximise the opportunities offered by locality working
- There is a risk of failure to recruit and that workforce planning across the Partnership is not sophisticated enough to maintain future service deliver

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

This draft Strategic Plan proposes high level strategic objectives in order to address known challenges in the health and wellbeing of the local population and the capacity and capability of the partner agencies to deliver the desired integrated services.

Approvals	
	Sandra Ross (Chief Officer)
	Alex Stephen (Chief Finance Officer)