



INTEGRATION JOINT BOARD

Date of Meeting	26 th March 2019
Report Title	Strategic Plan 2019-22
Report Number	HSCP.18.154
Lead Officer	Sandra Ross, Chief Officer
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Consultation Checklist Completed	Yes
Directions Required	No
Appendices	A. Strategic Plan Review and Refresh Engagement Record B. Delivery, Enabling and Partner Plans C. Strategic Implementation Dashboard D. Strategic Plan 2019-22

1. Purpose of the Report

- 1.1. The purpose of this report is to seek the IJB's approval for the finalised Strategic Plan 2019-22.



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2. Recommendations

2.1. It is recommended that the IJB:

- a) Notes the process undertaken to develop the Strategic Plan 2019-22 from the consultation draft they approved in December 2018.
- b) Approves the final draft of the Strategic Plan 2019-22.
- c) Instructs the Chief Officer to publish the Strategic Plan 2019-22 on the ACHSCP website.

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. The 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 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.



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- 3.5.** The strategic plan is required to be reviewed and, if required, replaced every three years.
- 3.6.** The first strategic plan for Aberdeen City Health and Social Care Partnership covered the period April 2016 to March 2019. A programme of work to refresh the current strategic plan began with stakeholder engagement sessions in April 2018. A record of the review and refresh engagement sessions is attached at Appendix A.
- 3.7.** The IJB held a workshop in September 2018 and an initial draft of the strategic plan was considered at the IJB meeting in October 2018. At its meeting in December 2018 the IJB approved a draft of the strategic plan for consultation although they were advised that a design company would be commissioned to make the plan more visually engaging.
- 3.8.** The graphically designed version of the strategic plan went out for consultation mid-January with a closing date for comments set as 28th February. A total of 22 individuals and/or organisations submitted comments. These were mainly suggestions for additions to text, improvement to layout and presentation, improvement of linkage to other plans and services areas, and readability. Most comments were incorporated into the final version. An Equality and Diversity Impact Assessment was undertaken on the plan by the Equality and Diversity Manager of NHS Grampian. His comments were incorporated into the final version and he has confirmed that this meets requirements.
- 3.9.** The main changes in the finalised version from the consultation draft are: -
- The title of Aim 3 has been changed from “Enabling” to “Personalisation”. Comments were received that having “Enabling” as an Aim and “Enablers” which had no bearing on the aim was confusing.
 - What were previously quoted as “Priorities” are now known as the “Commitments” and some have been reworded.
 - A new commitment has been added to the Resilience aim in relation to complex physical disabilities.
 - The previously duplicated commitment that appeared in both the Connections and Communities aims remains linked to the Connections aim but has been replaced in the Communities aim by wording that has been taken from Community Planning Aberdeen’s Community Engagement, Participation and Empowerment Plan.
 - The new Priorities have been reworded and although many of these are ongoing over the life of the plan, where possible a timescale has been assigned in terms of the year of the plan it will be completed in.



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- A new section has been added to the Enablers section entitled “Modern and adaptable infrastructure”.
- 3.10.** During the consultation period, work was also undertaken on determining a Strategic Planning Framework for ACHSCP. The basic premise of this was that we are 3 years along our integration journey, more mature as a Partnership and there already exist, or are in development, a number of strategic planning documents that articulate our strategic intentions in relation to various areas of service delivery. In addition, we have commitments and contributions in various partner strategic documents to deliver, most notably NHS Grampian’s Clinical Strategy and the Local Outcome Improvement Plan but there are a number of others.
- 3.11.** It was established that ACHSCP plans fall into two categories. The first category is those plans which are service, service area or condition specific. Under the Strategic Planning Framework these will be known as **Delivery Plans**, examples of these are the Carers, Learning Disabilities, and Autism strategies. The second category is those plans that are cross partnership and which support service delivery, such as the Strategic Commissioning Implementation Plan, the Medium-Term Financial Framework, and the Workforce Plan. These will be known as **Enabling Plans**. A third category is those plans which are owned and developed by our partner organisations but within which we have a commitment or a contribution to make. These will be known as **Partner Plans**.
- 3.12.** A list of these plans showing whether they already exist or are well developed, or have still to be developed is attached at Appendix B. Each of these plans will have a lead or senior manager nominated as having overall responsibility for ensuring that the commitments or contributions are delivered. Some of the plans which are already developed will be refreshed to align with the revised Strategic Plan. A Strategic Planning Framework guide and templates will be developed along with a timeline for developing those delivery and enabling plans not yet in place. The requirement for some plans will be identified as a result of a gap being acknowledged, for example, the Social Work Criminal Justice service is already developing their delivery plan. Others will be developed as a local response to national strategies e.g. Mental Health and Dementia.
- 3.13.** The Strategic Plan is the high-level, overarching plan that sits above the delivery and enabling plans and alongside the partner plans. It sets out our overall strategic direction which references the strategic intent of all of the other plans but does not duplicate the detailed information contained in them.



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The format and layout of the revised strategic plan reflects this new approach.

- 3.14.** All activity, whether it is operational service delivery or decision making in relation to committing expenditure, should be aligned to the Strategic Plan. Our own managers and staff and those working with our partners should be able to recognise their contribution to the Strategic Plan. The Interim Leadership Team are currently in the process of setting their individual objectives for 2019/20. These are all based on the Strategic Plan. Objectives for staff will also be framed within the Strategic Plan.
- 3.15.** It is recognised that the Strategic Planning Framework is new and not yet widely understood. It is also accepted that the links between the Strategic Plan and the various other plans are not always immediately obvious. A Strategic Implementation Dashboard has been compiled and this is contained in Appendix C. The dashboard lists the deliverables in the various plans, notes the lead manager, the measure, the timescale and the progress status and links the deliverable to a relevant aim and commitment in the Strategic Plan. The dashboard is in excel format so the information can be sorted using any of the fields and there is a separate sheet relevant to each of the 3 years of the strategic plan.
- 3.16.** Not all the existing plans have timescales and measures noted so there is still some work to be done in completing the dashboard. It is hoped that the progress status from this dashboard can be used to produce performance dashboards. It is intended that the dashboard, once finalised, will be published alongside the strategic plan to provide the link to the finer detail in relation to specific service delivery areas. It will also be used as a management tool to monitor progress on delivery.
- 3.17.** The work in developing the dashboard helped to cross reference the information contained in the strategic plan and to refine the commitments and priorities identified. It also helped to refine and align relevant performance indicators.
- 3.18.** A finalised version of the strategic plan for 2019-22 is attached at Appendix D. This version has been updated using the consultation feedback and the work undertaken in developing the strategic implementation dashboard.



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4. Implications for IJB

- 4.1. Equalities – this report has no direct implications in relation to equalities. The strategic plan has been equality impact assessed by the Equality and Diversity Manager of NHS Grampian.
- 4.2. Fairer Scotland Duty – this report takes cognisance of the IJB’s responsibilities in relation to the Fairer Scotland Duty.
- 4.3. Financial – There are no direct financial implications arising from the recommendations of this report. The 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. The strategic plan articulates the workforce implications of implementing the proposed strategy.
- 4.5. Legal – publication of a strategic plan is required under the terms of the Public Bodies (Joint Working) (Scotland) Act 2014.
- 4.6. Other – none.

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:

The strategic plan links directly to the risks noted in the strategic risk register.



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



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integrated services.

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