

REPORT TO ABERDEENSHIRE INTEGRATION JOINT BOARD 12 OCTOBER 2022

STRATEGIC PLANNING GROUP UPDATE

1 Recommendation

It is recommended that the Integration Joint Board (IJB):

- 1.1 Acknowledge the report from the Strategic Planning Group following its meeting on 25th August 2022.
- 1.2 Provide comment on the performance update report for the Autism Strategy Development project.
- 1.3 Acknowledge and provide comment on the proposed performance reporting arrangements for the Health and Social Care Partnership's Strategic Delivery Plan once approved.

2 Directions

- 2.1 No direction requires to be issued to Aberdeenshire Council or NHS Grampian as a result of this report.

3 Risk

- 3.1 IJB Risk 1 - Sufficiency and affordability of resource - transformational change is required to ensure service and financial efficiencies.
- 3.2 IJB Risk 6 - Service/business alignment with current and future needs - transformational change will determine and deliver priorities to meet needs.
- 3.3 IJB Risk 8 - Risk of failure to deliver standards of care expected by the people of Aberdeenshire in the right time and place - transformational change and service improvement will support the delivery of this outcome.

4 Background

- 4.1 The Strategic Planning Group (SPG) has responsibility for oversight of the transformational workstreams arising from the Aberdeenshire Health and Social Care Partnership (HSCP)'s Strategic Delivery Plan, monitoring and reporting on progress to the Integration Joint Board (IJB) as part of its performance reporting framework.
- 4.2 This update report provides a summary of the main items of discussion at the SPG's most recent formal meeting on 25th August 2022.

5 Summary

Aberdeenshire Autism Strategy

5.1 The SPG was provided with an update on progress with development of the Aberdeenshire Autism Strategy including a detailed summary of survey and workshop engagement undertaken to date with autistic people, carers and the wider community, as summarised in the report attached at Appendix 1. It was noted that the project has encountered some delays however timescales for progressing to consultation on a draft strategy are being finalised, upon completion of further engagement work with the third sector community and following analysis of outputs.

NHS Grampian Plan for the Future

5.2 The SPG received a further update on the actions now being taken by NHS Grampian following publication of its Plan for the Future, noting the current focus on its immediate delivery plan for actions required to the end of March 2023 and thereafter on its 3-year delivery plan from 1st April 2023 to 31st March 2026. HSCP officers continue to work closely with colleagues across NHS Grampian, Aberdeen City and Moray HSCPs to support cross-system collaboration in our respective strategic planning and implementation processes.

Aberdeenshire HSCP Strategic Delivery Plan

- 5.3 As reported to the IJB at its last meeting, the HSCP Strategy and Improvement teams are working with senior managers and project leads to develop and define the projects to be implemented as part of its refreshed Strategic Delivery Plan, to be presented to the IJB for approval in December 2022. This will focus on the delivery of projects from 2023 onwards recognising the need to prioritise immediate capacity and resources to ensure our readiness for the winter period, and where certain workstreams have already commenced due to the need for these to progress at greater pace (for example the Social Care Sustainability Programme).
- 5.4 A regular reporting cycle will again be established to enable appropriate monitoring and scrutiny of progress, with in-depth project updates on all of the major transformational workstreams to continue to be reported to the IJB via the SPG in line with this timetable. In addition, on a minimum quarterly basis (in line with IJB meeting dates once confirmed) a high-level overview of all projects will be presented to the IJB highlighting overall progress and enabling exception reporting of any key barriers or delays. An initial example of this performance report will be presented to the IJB alongside the updated Strategic Delivery Plan for approval in December. This will be augmented by more detailed reports against any areas of performance on which the IJB should be sighted including for example the HSCP's progress against Medication Assisted Treatment (MAT) standards implementation.

- 5.5 It is proposed that the quarterly IJB reports should in turn provide the basis for the performance reports thereafter submitted to the Communities Committee and Area Committee structures, to reduce any variation in performance information reporting and to support a consistency of approach. For Area Committees, it is proposed that these will be augmented by locally-specific updates to ensure awareness and understanding of local health and social care issues and priorities.

National Care Service Bill and Scottish Government Consultations

- 5.6 SPG input has been sought to various consultations undertaken by the Scottish Government in recent months, in addition to consultation with IJB members. Most significantly this has included the call for evidence on the National Care Service Bill. SPG members noted that there remains a level of detail still to be clarified and in particular the need to be cognisant of the potential unsettling impact on staff, and to ensure staff are supported to understand where they fit in to the potential changes. It was also noted that there is a need to be aware of potential unintended impacts for other services which may not be directly covered under the auspices of the legislation for example primary care. The focus on co-design was acknowledged but also a desire to understand what the detail of this will look like in particular if there will remain the ability to shape co-design locally whilst working within the national principles of the NCS.
- 5.7 Members were also updated on the HSCP responses formulated to separate consultations on the new National Mental Health and Wellbeing Strategy, and the Data Strategy for Health and Social Care. Following submission of these responses HSCP officers will continue to monitor ongoing progress nationally to ensure local strategy development and implementation reflects and is informed by these national strategies and action plans once published.

6 Equalities, Staffing and Financial Implications

- 6.1 The Chief Officer, along with the Chief Finance Officer and the Legal Monitoring Officers within Business Services of the Council have been consulted in the preparation of this report and their comments have been incorporated within the report.
- 6.2 A high level Equalities Impact Assessment was completed for the Strategic Plan 2020-2025. Potential impacts of this high level multi-faceted strategic plan have been considered. Implementation of aspects of the strategic plan could result in unintended negative impacts on certain population groups.
- 6.3 To provide assurance each individual project delivering the priorities within the Strategic Plan will be required to complete an Integrated Impact Assessment. This will mitigate against potential negative impacts when designing the service improvements.

- 6.4 Financial and staffing outcomes and measurements will be determined on an individual project basis and scrutiny will be provided through the agreed governance structure.

Pamela Milliken, Chief Officer, Aberdeenshire HSCP

Report prepared by Angela MacLeod, Programme Manager
16 September 2022

References:

Scottish Government (June 2022) 'National Care Service (Scotland) Bill'. Source: <https://www.parliament.scot/bills-and-laws/bills/National-Care-Service-Scotland-Bill>

Scottish Government (June 2022) 'Consultation – a Mental Health and Wellbeing Strategy for Scotland' Source: <https://www.gov.scot/publications/mental-health-wellbeing-strategy-consultation/>

Scottish Government (May 2022) 'Data Strategy for Health and Social Care: Consultation Paper' Source: <https://consult.gov.scot/digital-health/data-strategy-for-health-and-social-care/>

APPENDIX 1: PROJECT UPDATE REPORT – ABERDEENSHIRE AUTISM STRATEGY

Submitted by: Ryan McGregor, Marian Youngson (ECS) and Maria Chan		Date of Report: August 2022	
Project Title: Aberdeenshire Autism Strategy for Children, Young People and Adults		Priority Workstream (if applicable) Transformational	
		RAG status for current phase	
Project Phase: Engagement Phase – estimated completion around September 2022.			
Define* n/a	Measure* n/a	Analyse* n/a	Improve* n/a
Control* n/a			
Indicate which Strategic Priority the Project Aligns to <highlight below>			
<i>Prevention and Early Intervention</i>	Reshaping Care	<i>Engagement</i>	<i>Effective Use of Resource</i>
<i>Tackling Inequalities and Public Protection</i>			
Brief Description of the Project			
<p>Aim: In partnership with autistic people, partner organisations, Education and Children’s Services (ECS) and Aberdeenshire Health and Social Care Partnership (AHSCP), this strategy development work will determine clear strategic priorities and actions for autism services across Aberdeenshire.</p> <p>This will:</p> <ul style="list-style-type: none"> • Enable a more focused approach to identifying and responding to the needs of autistic people across Aberdeenshire. • Facilitate a collaborative approach at key developmental stages across the life span (childhood, adolescence, adulthood and older age). • Enhance the ability to report to the Integration Joint Board and Education and Children’s Services Committee in a more outcomes focused manner in all matters related to autism. 			
Update as of August 2022			

The Autism Strategy Planning Group was formed in June 2021. The Planning Group is made up of colleagues from AHSCP, Education and Children's Services (ECS), NHS, representation from the third sector group- Autism Understanding Scotland, parent/carer, diagnosed autistic adults and an individual who self identifies as neurodivergent.

The purpose of the Planning Group is to *coordinate the development of Aberdeenshire's Autism Strategy including engagement and communication*. It is very important to us that this strategy is 'co-produced' and 'co-designed' by autistic and non-autistic individuals. The creation of this strategy has and will include autistic individuals, parents, carers, members of the autistic community and representatives from charitable organisations.

The third sector organisations, Autism Network Scotland was commissioned to provide specialist autism engagement and development support, however due to the withdrawal of Scottish Government funding, the organisation disbanded in April 2022. Following on from this, we have employed one of their former members of staff, Ms. Lynsey Stewart as an Independent Consultant to provide us with support around developing the strategy.

We actively using Engagement HQ as a landing page for all engagement activity.

Engagement Phase:

In September 2021 and then again in February 2022, via the use of social media, we asked people to express their interest in participating in Discussion and Working Groups. The main aim of these groups is to discuss *what should be in Aberdeenshire's next Autism Strategy?*

We received responses from autistic individuals, those who self-identify as autistic individuals, non-autistic individuals, professionals from various sectors, representatives from voluntary organisations, parents/carers and members of the autistic community.

In April 2022, we launched our Engagement Phase, and the following Engagement Discussion/Working Groups were created:

- **Four Discussion/Working Groups – based on 4 themes: Healthy Life, Choice & Control, Independence and Active Citizenship**
These groups met via MS Teams for 5 sessions from April until June 2022.
Total of 74 group participants signed up. Attendance levels varied.
- **Autistic-led Group** – this session was held on 6th May 2022. 9 group participants
- **Evening Groups sessions** –took place 23rd June 2022 at 6.30pm until 8.30pm via MS Teams.

Four - 2 hourly group sessions were held on this date
A total of 54 participants signed up, but only 9 participants attended.

- **An Engagement Survey/ Questionnaire** – compiled in July 2022. Total of 25 returns.

Additionally, we will deliver the following pieces of engagement work:

- **School-based – Young Persons survey** – led by ECS – to commence when school term opens in August 2022
- **Home-educated children and families** – led by ECS – to commence when school term opens in August 2022

The main aim of all our work is to capture the views of everyone on what should be in our next Aberdeenshire Autism Strategy.

In terms of autism planning, service delivery and providing support, we would also like to learn more by asking the following questions:

- what have we done well at?
- what have we not done so well at?
- what improvements need to be made?
- what are the gaps and barriers?
- How do we make improvements?
- What should be the key priorities for Aberdeenshire
- Individual experiences

We provided Group Participant training, which was facilitated by Felicity Goodhall, Senior Autism Practitioner, Autism Understanding Scotland and supported by Lynsey Stewart, Independent Consultant.

One of the keys messages which we have continuously expressed is that we welcome those who self-identify as autistic and therefore a formal diagnosis is not necessary.

Impact to date / Key Achievements	Case Study / Testimonials
<ul style="list-style-type: none"> • Planning Group team start up – June 2021 Complete • Stakeholder workshops to gather early views June 2021 – Complete • Invite the public and professionals to join the Engagement Discussion and Engagement Groups – September 2021 and February 2022 – Complete • Commence Engagement Phase – currently ongoing and in progress • Use of online platform, Engagement HQ to provide update on the Autism Strategy developments – ongoing 	<p>Early engagement suggests that all stakeholders want to see a strategy that achieves meaningful results and is monitored robustly.</p> <p>Some stakeholders have queried:</p> <ul style="list-style-type: none"> - whether there will be funding earmarked or ringfenced around autism service delivery and support, to meet the key strategic priorities? - What will the duration of the strategy and the delivery plan be? <p>We are currently analysing the data and responses from the completed Engagement work. So far, the following main themes have emerged:</p> <ul style="list-style-type: none"> - Improve training and awareness – not just on autism, but on neurodiversity - Make autism awareness as part of the teaching training programme - Collaborative working and autism awareness training and support with external bodies, such as Police, Medical Practice, Supermarkets and other employers - One central point to obtain up to date information – make signposting and information accessible - Extend and increase work around employability – recruitment schemes - More joined up working with the autistic community – include them in designing, planning and delivery process - Combat isolation for all age groups – create support groups, peer to peer groups - Review of training needs – gaps analysis - Digital inclusion - Support for carers, unpaid carers and families - Creation of rural-based support services - Clarity around diagnosis pathways – including support for pre, during and post diagnosis

	<ul style="list-style-type: none"> - Support for those who have not got a diagnosis, those who self-identify, and do not meet the criteria - Create a seamless transitioning process throughout the lifespan
<p>Deliverables/Performance Measures</p> <p>Key deliverables for strategy:</p> <p>Engagement phase – June/July 2022</p> <p>Strategic review – July – September/October 2022* <i>*yet to be formally discussed and revised with ECS*</i></p> <p>Draft strategy document including accessible format – Winter 2022</p> <p>Public consultation of the Draft Strategy – Winter 2022</p> <p>Strategy and delivery plan launch – Spring 2023</p>	<p>Benefits</p> <p>Working together with the autistic communities, charitable organisations, other Partners and stakeholders, our aim is to create a new Strategy to improve Autism Services in Aberdeenshire.</p>
<p>Additional comments</p> <p>As we move towards co-producing the strategy, we will need to think carefully about how we support autistic people, families and carers who may wish to get involved in working groups. We will continue to speak to autistic people about the required level of support as we progress, but it is something that we need to consider carefully to ensure people are supported appropriately.</p>	<p>Equalities</p> <p>Outcome 1 Co-design of the strategy - Autistic people have improved experience of services through involvement of design of service delivery.</p> <p>Outcome 3 – Improving outcomes in relation to attainment and achievement of children and young people.</p>
<p>Challenges & Support</p> <p>Timescales for developing the strategy have been revised. This is due to the level of work required to co-produce the strategy,</p>	<p>Engagement</p> <p>We seek to engage with the autistic community of Aberdeenshire, as well as work closely with representatives of charitable organisation. By already</p>

<p>as well as the work involved in working across services and supports for all ages. Due to the need to comply with governance checks within AHSCP and ECS protocols, this may have an impact on the key deliverable dates.</p> <p>A reason for the revised dates is linked to the covid pandemic and the rise in covid cases during the winter months of 2021/2022. Therefore, strategic work was temporarily put on hold to divert focus towards addressing immediate and high risk matters.</p>	<p>doing this, we have learned how to be inclusive and have an awareness of how to engage with autistic individuals.</p> <p>We have offered autistic-led group sessions co-facilitated by an autistic adult/parent and an individual who self-identifies as a neuro-divergent.</p> <p>Alongside the delivery of online surveys, we have offered alternative formats such as easy-read.</p> <p>All engagement discussion groups were held online, but opportunities to communicate via other means was also offered, such as on a one-to-one basis or by telephone. However, no requests were made.</p>
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***RAG status explanations**

Green	On track - no forecast issues with achieving project aims and milestones
Amber	Some issues but manageable by project team
Red	Significant issues requiring escalation to the SPG/SMT

****Explanation of project phases and typical activities**

Initiation – This stage involves identifying the need for the project. Key activities may include forming a project group, undertaking research to investigate and understand the problem, data gathering, undertaking an options appraisal of possible solutions, identifying high level benefits, agreeing on a solution and developing a draft project charter.

Planning – In this stage the project solution is developed in detail. Key activities may include more detailed benefits mapping, risk planning, resource planning (e.g. staff and funding), communication and engagement planning, project planning and defining of key deliverables.

Implementation – In this stage the project plan is put into action. Key activities may include undertaking project tasks, monitoring progress and performance of the project, managing problems/change requests and executing the communication and engagement plan.

Close – In this stage the project is fully embedded into business as usual (BAU). Key activities may include handing over the project, releasing project resources, communicating project closure to key stakeholders, undertaking a review to capture lessons learnt and developing a control plan to monitor performance. The review of project benefits (Benefits Realisation) should also be undertaken at an appropriate time after the project has been closed, to measure the overall benefits of the project.