

REPORT TO ABERDEENSHIRE INTEGRATION JOINT BOARD – 10 MAY 2023

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 (SPG) following its meeting on 20th April 2023.
- 1.2 Agree to receive a report in October on the outcomes of the SPG's review of the HSCP's Strategic Plan as required by legislation.
- 1.3 Acknowledge the ongoing work to review and strengthen the HSCP's approach to implementation of its Strategic Delivery Plan 2022-2025.

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. Other key responsibilities of the SPG include ensuring an integrated and consistent approach in development and implementation of the Strategic Delivery Plan and supporting strategies, ensuring any potential impacts from national and local strategy/policy developments are identified and inform the HSCP's strategic planning processes, promoting an evidence-led, outcomes-based approach to strategic

planning, and working collaboratively with partners to optimise opportunities for joint working.

- 4.2 This update report provides a summary of the main items of discussion at the SPG's most recent formal meeting on 20th April 2023.

5 Summary

NHS Grampian Plan for the Future – Delivery Plan Update

- 5.1 The SPG were provided with a comprehensive update on progress with the NHS Grampian Plan for the Future by Jenna Young, NHS Grampian Planning Manager. Work continues on development of the 3-year delivery plan to 2026 in response to Scottish Government guidance and an update was provided on the outcomes, objectives and proposed priority areas. Key points noted in the subsequent discussion with SPG members included:
- What is meant by way of an 'engaged population' and what outcomes will be demonstrated by this, the challenges in measuring engagement in terms of both qualitative and quantitative approaches and capturing perspectives and lived experience.
 - How interdependencies with our respective strategic planning and delivery processes are demonstrated in particular in relation to social care.
 - The challenges experienced over the last year with respect to enabling integrated working with the third sector for example in developing and agreeing data sharing arrangements.
 - The developing conversation around the concept of 'People powered health' encompassing realistic medicine and empowering people in relation to their own care.
- 5.2 The plan is due to be submitted to the NHS Grampian Board for formal approval in August. It was noted that a summary version of the plan will be produced to support communications and ongoing engagement.

National Care Service Update

- 5.3 SPG members noted that a letter from the Minister for Social Care, Mental Wellbeing and Sport to the Health, Social Care and Sport Committee has recently been published ([National Care Service Bill Timetable | Scottish Parliament Website](#)) advising that Scottish Ministers have requested a further extension to the Scottish Parliament's consideration of the National Care Service Bill (Stage 1) until after the summer period. The communication from the Scottish Government reaffirmed their commitment to ensuring the new National Care Service supports consistently high standards of care. The intention for this additional time is to further consider issues raised by stakeholders, and this will continue over the summer as part of the co-design programme. SPG members heard feedback from our Trade Union representative and will continue to share and consider updates as they are received.

Review of Strategic Plan

- 5.4 Under the Public Bodies (Joint Working) (Scotland) Act 2014 each IJB is required to develop a strategic plan for the integrated functions and budgets it is responsible for, and this includes a duty to review its strategic plan at least every three years. Members of the HSCP strategy team have been looking at how this can be implemented in a pragmatic and meaningful way and agreed with the SPG to use the June meeting of the group as a wider workshop to undertake this review process. Following this a report on outcomes will be taken back to the SPG in August and then submitted to the IJB at its October meeting.

Strategic Delivery Plan Update

- 5.5 SPG were updated on work continuing by officers to review and ensure realistic prioritisation of work under the new Strategic Delivery Plan to 2025. This is in response to the continued system challenges presenting considerable demands on senior and operational management capacity. This process necessitates a review of objectives and deliverables in 2023-24, recognising a need for focus in the next year on those services facing critical challenges, agreeing capacity and resources needed to ensure sustainability of these services in the short-term, whilst commencing redesign work to deliver system change needed for the future.
- 5.6 As reported to the last IJB meeting, the development of the 'Community Hub' concept based on a programme management approach is in the scoping stages with the aim of more effectively managing interdependencies between projects, accelerating and decelerating work where required. Moving forward the HSCP is cognisant of ensuring the Strategic Delivery Plan also aligns with the respective strategic plans of Aberdeenshire Council and NHS Grampian. With both plans having recently been approved, it provides an opportunity to ensure how mutual priorities and ambitions can be achieved collaboratively and in particular in response to the priority given in both plans to the importance of 'place'.

Transformational Workstream and Strategy Updates

- 5.7 In response to a recent Internal Audit, officers have commenced work to review arrangements for ensuring clear reporting, approval and documentation of project changes and controls for all projects under its Strategic Delivery Plan for 2022-2025. Whilst work continues to develop formal change management procedures, SPG members were advised of changes to workstreams originally identified as part of the HSCP's Strategic Delivery Plan for 2020-2022 as detailed below.

ID	Project Name	Change
T3	Vaccination Redesign Programme	Now Business As Usual
HIDP	Health Improvement Delivery Plan	Continuing under Improvement Work
T4	Care Homes/Homely Settings Review	Superseded by projects under the Social Care Sustainability Board

T1	New Ways of Working (Digital, Buildings & New Partnerships)	No longer proceeding in current guise – Work to proceed through Digital Strategy and Asset Management Plan under new SDP for 2022-2025.
T6a	Community Hospital Review	No longer proceeding in current guise – Work completed as part of Community Hospital Inpatient Review Group.

5.8 In addition and again in response to Internal Audit recommendations, the HSCP is completing work on a tracker of all current and planned strategies to support forward planning for strategy updates and to ensure published information remains current and up-to-date. In the short-term the below noted updates were communicated to the SPG on strategies under review or having expired.

Strategy/Delivery Plan	Changes
Aberdeenshire Adult Carer Strategy – Caring for our Carers 2018 to 2022	Delay in beginning review/replacement Strategy but work commenced now the national strategy has been published.
Ageing Well in Aberdeenshire – Joint Commissioning Strategy for Older People 2013 – 2023	Support for older people and those with physical disabilities will continue in particular through the Social Care Sustainability Programme (i.e. Care at Home – The Future and Rehabilitation and Enablement)

5.9 The wider recommendations from Internal Audit are informing work by HSCP officers to strengthen governance and reporting arrangements around our strategic delivery plan, consolidating work already underway in relation to the review of internal project management processes, whilst supporting improvement in terms of ensuring clarity and transparency in the reporting of progress to the SPG and in turn the IJB. A revised timetable for project reporting is being finalised in line with the prioritisation work previously described.

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.

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26 April 2023