

REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –
24 AUGUST 2022

REPORT ON: STRATEGIC COMMISSIONING PLAN

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB55-2022

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1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to update the Integration Joint Board on the proposed process and timescale for development of a replacement strategic commissioning plan for April 2023 onward, including review of the Board's Equality Outcomes.

2.0 RECOMMENDATIONS

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

2.1 Note the content of this report.

2.2 Endorse the proposed approach and timeline for development of a replacement strategic plan and Equality Outcomes (sections 4.2, 4.3 and appendix 1).

2.3 Note the factors that present a risk to delivery of a replacement strategic commissioning plan that is of a high quality and within the required timescale (section 4.4).

2.3 Instruct the Chief Officer to provide a further update on the progress of work to develop the strategic commissioning plan and Equality Outcomes no later than 31 December 2022.

2.4 Instruct the Chief Officer to review and update the strategic risk register to reflect the risk identified in section 6 of this report.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 MAIN TEXT

4.1 Background

4.1.1 In February 2022 the IJB concluded the statutory review of the Strategic and Commissioning Plan 2019-2022 and agreed to extend the plan for a further one-year period to 31 March 2023 (article XIII of the minute of the meeting of the Dundee Integration Joint Board held on 23 February 2022 refers). In April 2022, the IJB approved an addendum to the 2019-2022 Plan extending it for a further one-year period to 31 March 2023 (article VIII of the minute of the meeting of the Dundee Integration Joint Board held on 20 April 2022 refers).

4.1.2 The report submitted to the IJB in April 2022 also outlined that the Strategic Planning Advisory Group, supported by officers from the Strategy and Performance Service would begin to make detailed plans for the development of a full replacement strategic commissioning plan for the period from 2023/24 onwards. This was to take account of parallel work by the Dundee Partnership to replace Dundee's City Plan during 2022/23 and also strategic planning activities in both NHS Tayside and Dundee City Council. Additionally, the work must consider the current suite of companion documents to the strategic commissioning plan and the need to replace the

IJB's Equality Outcomes and Mainstreaming Framework by 31 March 2023. The IJB was advised that an update would be provided by the Chief Officer no later than 30 August 2022.

4.2 Strategic Commissioning Plan

4.2.1 The process led by the Strategic Planning Advisory Group to undertake the statutory review of the 2019-2022 Plan provided a range of opportunity for reflection on current and future strategic planning arrangements and approaches. These conversations were also informed by feedback received from the public, Internal Audit and external scrutiny partners, as well as the Scottish Government, about Dundee's planning arrangements. It was not considered appropriate for all of the opportunities for change that were identified to be implemented through the one-year addendum, however they now provide a starting point for the development of the replacement strategic plan. Through these discussions consensus emerged about the following:

- That the strategic plan should be written primarily for Dundee Citizen's, particularly people that use health and social care services and carers. The strategic plan should also be more accessible to the Health and Social Care Partnership workforce.
- Greater input and resources should be invested in the presentation of the framework and supporting delivery plan. Plans must be written in plain English, have less reliance on the written word and more scope for use of alternative formats such as infographics and audio-visual elements. Consideration should also be given to the production of a wider range of alternative formats, including summary, pictorial and British Sign Language versions of the strategic framework.
- There is a preference to move towards a longer-term strategic framework, supported by more flexible annual delivery plans that are more clearly linked the transformation programme and care group level planning. Discussions with partners at the Strategic Planning Advisory Group have identified that a 10-year strategic framework should be developed, consisting of short term (years 1-3), medium-term (years 4-6) and long-term (years 6-10) milestones and review points (broadly aligning to three-year planning cycles contained within the relevant legislation). This approach also aligns well with the planning cycles used by NHS Tayside, which will be particularly helpful when developing plan content that sits across both community and acute services.

2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
10 Year Strategic Commissioning Framework									
Annual Delivery Plans (x10)									
1	2	3	4	5	6	7	8	9	10
1-3 year plans			1-3 year plans			1-3 year plans			
Detailed Transformation Program Plans and Care Group Plans			Detailed Transformation Program Plans and Care Group Plans			Detailed Transformation Program Plans and Care Group Plans			
Various Service Plans and Team Plans									

4.2.2 An opportunity has been taken to review requirements in terms of the 'companion documents' that support the strategic commissioning plan. There are requirements in legislation and associated regulations and statutory guidance for the IJB to publish Equality Outcomes (see section 4.3), maintain a strategic needs assessment to inform the production of their strategic commissioning plan, and a housing contribution statement. The IJB has already approved an updated strategic needs assessment as part of the statutory review process (article IX of the minute of the meeting of the Dundee Integration Joint Board held on 15 December 2021 refers). Proposals regarding the development of revised Equality Outcomes are set out at section 4.3 of this report, and the new housing contribution statement will require to be developed as part of the overall work to prepare the replacement strategy. There are no other requirements in law to produce any other companion documents. However, having considered what is required to support the IJB to fulfil their strategic commissioning function, and in order to maintain a main strategic framework and accompanying delivery plan that is accessible and concise, it is intended that the following will be produced as key companion documents:

- Resource framework, covering finance, property, workforce and digital resources available to the partnership, how these will be deployed to support the implementation of the strategic framework. Areas for improvement will be reflected in the annual delivery plan. Further work is to be undertaken to identify if the resource framework can also deliver content relating to market facilitation.
- Performance framework, setting out how the IJB will measure and report performance and outcomes in order to evidence progress towards the vision and priorities set out in the strategic framework.

4.2.3 This planned approach responds to content within the Annual Internal Audit Report 2020/21 and 2021/22. These reports highlighted the need to improve reporting and monitoring of key transformation programmes; with transformation activity being woven into the strategic plan rather than being considered separately. The reports also recommended that the plan should include a supporting delivery plan to track progress in implementation. Finally, it was recommended that the plan should include assessment of risks to achievement. The process of developing the strategic framework and delivery plan, as well as the companion document, will be informed by the IJB's strategic risk register, particularly in terms of agreeing prioritisation of improvement activity and resource investment. The plan development process may also generate information that can inform the further revision of the strategic risk register.

4.2.4 Appendix 1 contains an overview of the intended strategy development process and timeline. This has been directly informed by strategy principles developed by Internal Audit that are contained within appendix 2.

4.3 Equality Outcomes

4.3.1 The IJB approved its Equality Outcomes and Mainstreaming Framework 2019-2022 in March 2019 following an extensive review that was informed by public engagement with people with protected characteristics and their representatives. At that time the equality mainstreaming framework was aligned to the planning cycle for the strategic commissioning plan.

4.3.2 There is a statutory requirement (Equality Act 2010 and Equality Act 2010 (Specific Duties) (Scotland) regulations 2012) for Integration Joint Boards to substantively review equality outcomes at least every four years and to publish a set of equality outcomes and a report showing progress being made in mainstreaming equality at intervals of not more than two years. The IJB is therefore required to substantively review its equality outcomes again by 31 March 2023 and to publish its next mainstreaming equality report on the same date.

4.3.3 The revision of the IJB's current Equality Outcomes will be undertaken as part of the programme of work to develop the replacement strategic commissioning plan. This approach is being taken to ensure that there is a stronger link between the IJB's Equality Outcomes, the core strategic commissioning activities of the IJB and the improvement activities and transformation programmes implemented through the Dundee Health and Social Care Partnership. The Public Sector Equality Duty includes a mainstreaming requirement; integration of Equality Outcomes and improvement activity within the strategic commissioning plan is congruent with this requirement.

4.3.4 Given the significant focus on health inequalities within the current strategic commissioning plan, as well as the strong likelihood that this priority will continue into the replacement plan a co-ordinated approach to engagement with the public and the workforce will also be beneficial. Health inequalities disproportionately impact upon people who have protected characteristics and experience poverty and socioeconomic disadvantage therefore engagement work focused specifically on these people will be a priority and will inform both Equality Outcomes and the wider strategic commissioning plan.

4.4 Resources and Risks

4.4.1 There are a number of factors that will impact on the ability of the IJB to produce, agree and publish a high-quality replacement strategic commissioning plan and Equality Outcomes prior to 31 March 2023. These factors are outlined in sections 4.4.2 to 4.4.5 and have been considered when setting out the intended strategy development process and timescale in appendix 1.

4.4.2 Producing a high-quality plan will require pro-active contributions over a sustained period of time from a wide range of stakeholders, including strategic planning groups (both within the

Partnership and in linked areas), the workforce, and people who use services, carers and the wider public. The impact of the COVID-19 pandemic continues to impact all stakeholders in terms of their availability and capacity to engage with the planning process. High levels of absence continue to be experienced across many services, with available capacity focused on maintaining service delivery and sustaining critical transformation and improvement programmes. For people who use services, carers and the public the impact of the pandemic continues to affect people negatively and this has also been compounded by the cost of living crisis. Approaches to engagement will require to be multi-faceted, flexible and highly accessible to maximise the opportunity for meaningful engagement.

- 4.4.3 The Partnership is currently operating with a very restricted internal strategic planning and performance management capacity. Whilst the strategic commissioning plan will be the most significant priority for the rest of 2022/23 capacity will also be required to support other critical planning functions, including statutory planning and governance responsibilities in areas such as equalities, climate change, and carers. Temporary arrangements to provide additional capacity are being actively considered by the Chief Finance Officer, alongside longer-term plans to strengthen the Partnership's strategy, performance and business planning functions.
- 4.4.4 Some elements of the planning process will require significant input from Dundee City Council and NHS Tayside in relation to corporate support functions. This is specifically the case in terms of the companion resource framework, where property, workforce and digital elements are led by the corporate bodies. The design and formatting of the plan, as well as publication and subsequent communications activities will also require support from Communications Teams. Best use will be made of existing strategic / working groups that are in place across the Council, NHS and Partnership in relation to property, workforce and digital elements, with early discussions also taking place with Communications colleagues to add detailed activities and timescales to the overview contained within appendix 1.
- 4.4.5 The original national strategic planning guidance for IJBs was published by the Scottish Government in December 2015 (available at: <https://www.gov.scot/publications/strategic-commissioning-plans-guidance/documents/>) and has not been updated since. The Scottish Government has indicated that they are currently reviewing and updating the guidance, although not timescale has been given for the completion of this work. It is therefore possible that new guidance will emerge during the process of developing the replacement plan and that time will be required to review this and consider any adjustments to the process. Similarly, the National Care Service (Scotland) Bill contains provisions that relate to strategic planning functions. Whilst, if enacted, these provisions will not impact for a number of years they will interact with the ten-year strategic framework, however the proposed three-year milestones and review points would accommodate the provisions as they are currently drafted. However, it should be noted that the passage of the Bill through parliamentary processes and the linked co-design process for the National Care Service may generate further detail on the required future approach to strategic commissioning plans that will require to be considered in terms of possible adjustments to the intended approach and process laid out in appendix 1.
- 4.4.6 The Annual Internal Audit Report 2021/22 (Article XI of the minute of the meeting of the Dundee Integration Joint Board held on 22 June 2022 refers) noted that the process of developing a replacement plan will require the IJB to balance very serious risks posed by current operational pressures, with potential existential risks to services created by demographic and workforce pressures which are already threatening sustainability. The report stated that:

"Whilst the IJB will need to be cognisant of Scottish Government ambitions, its priority must be the production of a realistic, achievable strategy which addresses the needs of the local population post-Covid within the parameters of available resources, most particularly financial, digital and workforce. This will almost inevitably involve extremely difficult decisions, which may not fully align with public or Scottish Government expectations."

It will therefore be critical that the IJB itself has significant involvement in the planning process throughout. Opportunities for this have been considered and have been reflected in the process and timeline overview contained within appendix 1.

5.0 POLICY IMPLICATIONS

- 5.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

6.0 RISK ASSESSMENT

Risk 1 Description	Resources pressures and other factors, as outlined in section 4.4 of this report, will significantly delay the production of the strategic commissioning plan, Equality Outcomes and supporting companion documents.
Risk Category	Political, Governance, Legal
Inherent Risk Level	Likelihood 4 x Impact 4 = Risk scoring 16 (which is an Extreme risk level)
Mitigating Actions (including timescales and resources)	<ul style="list-style-type: none"> The Strategic Planning Advisory Group will be convened more regularly over the next 12 months to maintain regular oversight of progress and barriers, escalating concerns to the IJB where necessary. The completion of element of the workplan that are associated with statutory duties and timescales will be prioritised if required, including the production and publication of revised Equality Outcomes and of the strategic framework. Consideration is being given to elements of the workplan where additional resources can be secured quickly to deliver on specific tasks, this will most likely be through partnership with external commissioned services.
Residual Risk Level	Likelihood 3 x Impact 3 = Risk Scoring 9 (which is a High risk level)
Planned Risk Level	Likelihood 3 x Impact 3 = Risk Scoring 9 (which is a High risk level)
Approval recommendation	The IJB should update their strategic risk register to reflect the above risk and to enable ongoing monitoring.

7.0 CONSULTATIONS

- 7.1 The Strategic Planning Advisory Group, Chief Finance Officer, Heads of Service - Health and Community Care, members of the Strategic Planning Advisory Group and the Clerk were consulted in the preparation of this report.

8.0 DIRECTIONS

- 8.1 The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	X
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

9.0 BACKGROUND PAPERS

- 9.1 None.

Vicky Irons
Chief Officer

DATE: 21 July 2022

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Appendix 1

Strategic Commissioning Plan – Overview Process and Timescales

The Strategic Planning Advisory Group will oversee and actively support the planning process on behalf of the IJB. Please note that phases will run concurrently (rather than consecutively).

	ACTIVITY	KEY RESOURCES	TIMESCALE
PHASE 1 – PREPARATORY WORK			
INFORMATION GATHERING	Review and benchmarking of IJB strategic commissioning plans from other areas of Scotland	Strategy and Performance Service National Integration Managers Network Published plans	July / August 2022
	Mapping of national planning context and priorities	Strategy and Performance Service NHS Tayside draft map of strategic plans and priorities Published plans and summaries	August 2022
	Mapping of regional and local planning context and priorities	Strategy and Performance Service Published plans and summaries	August 2022
	Revision of IJB strategic needs assessment		Complete
	Establish infrastructure to maintain records required to inform Integrated Impact Assessment (IIA)	Strategy and Performance Service Dundee City Council IIA process	August 2022

	Confirm governance arrangements and approval routes, including for content related to lead partner services	Finance, Strategic Planning and Business Support Service Dundee / Angus / Perth & Kinross Health and Social Care Integration Schemes Dundee City Council, Legal Service	By end of December 2022
ENGAGEMENT	Briefing sessions and initial discussions with: <ul style="list-style-type: none"> • Integration Joint Board • Care Group Strategic Planning Groups / Transformation Boards • Workforce Planning Group • Property Strategy Group • IT Project Board 	Strategic Planning Advisory Group	August / September 2022
	Focused discussion with Community Planning officers to achieve process alignment with review of Dundee City Plan	Strategic Planning Advisory Group Dundee City Council, Community Planning Service	August / September 2022
	Engagement with NHS Tayside planning functions to achieve process alignment with Annual Deliver Plan and other planning requirements	Strategy and Performance Service NHS Tayside / Tayside Health and Social Care Partnerships Joint Planning Group	Ongoing (group meets every 2-4 weeks)
	Focused discussions with Angus and Perth & Kinross Partnership planning colleagues to achieve agreed approach to planning for lead partner (formerly hosted) services	Strategy and Performance Service NHS Tayside / Tayside Health and Social Care Partnerships Joint Planning Group	Ongoing (group meets every 2-4 weeks)

	Establish Public Reference Group to support planning process throughout	Strategic Planning Advisory Group Existing Community Planning engagement structures, including Health and Wellbeing Networks	August / September 2022
PHASE 2 – CONFIRMING OUR VISION AND STRATEGIC PRIORITIES			
INFORMATION GATHERING	Review of contributions already received through statutory review engagement activities	Strategy and Performance Service Engagement reports from statutory review	August 2022
	Review and benchmarking of IJB strategic commissioning plans from other areas of Scotland	Strategy and Performance Service National Integration Managers Network Published plans	July / August 2022
ENGAGEMENT	Preparation of engagement materials focused on: <ul style="list-style-type: none"> • Our 10-year visions / ambition • Our strategic priorities • Our Equality Outcomes • Setting out the change (improvement / outcomes) we are seeking to achieve at a high level 	Strategic Planning Advisory Group	August / September 2022
	Planning and delivering a variety of routes for engagement including: <ul style="list-style-type: none"> • People who use services • Carers • Communities • Workforce • Operational management teams 	Strategic Planning Advisory Group Existing planning and engagement infrastructure across the Dundee Community Planning Partnership and Health and Social Care Partnership	September / October 2022

	<ul style="list-style-type: none"> Care Group Strategic Planning Groups / Transformation Boards Integration Joint Board Organisational stakeholders <p>Within this there will be a specific focus on supporting engagement with people who have protected characteristics or who are impacted by poverty and socio-economic disadvantage.</p>	Dundee City Council and NHS Tayside Communications Teams	
DRAFTING	Analysis of engagement responses and production of draft vision and priorities	Strategic Planning Advisory Group	October / November 2022
	Update IIA records and strategic risk register	Finance, Strategic Planning and Business Support Service	Continuous updating
PHASE 3– DEVELOPING THE 10 YEAR STRATEGIC FRAMEWORK			
DRAFTING	Vision and strategic priorities developed into 10-year framework, including visual summary (plan on a page)	Strategic Planning Advisory Group Dundee City Council Design Service	November / December 2022
	Draft Equality Outcomes	Strategic Planning Advisory Group Dundee City Council and NHS Tayside Equality Steering Groups	November / December 2022
	Update IIA records and strategic risk register	Finance, Strategic Planning and Business Support Service	Continuous updating

ENGAGEMENT	<p>Testing of draft framework with:</p> <ul style="list-style-type: none"> • Public Reference Group • Operational management teams • Care Group Strategic Planning Groups / Transformation Boards • Integration Joint Board 	Strategic Planning Advisory Group	December 2022
PHASE 4 – DEVELOPING THE 2023/24 ANNUAL DELIVERY PLAN			
	<p>Preparation of engagement materials focused on:</p> <ul style="list-style-type: none"> • Identifying ongoing commitments / expectations in local, regional and national plans • Identifying gaps • Horizon scanning – identification of new /emerging areas of focus • Prioritisation 	Strategic Planning Advisory Group	January 2023
ENGAGEMENT	<p>Planning and delivering a variety of routes for engagement including:</p> <ul style="list-style-type: none"> • People who use services • Carers • Communities • Workforce • Operational management teams • Care Group Strategic Planning Groups / Transformation Boards • Integration Joint Board • Organisational stakeholders • Angus and Perth & Kinross Partnerships re: lead partner services 	<p>Strategic Planning Advisory Group</p> <p>Existing planning and engagement infrastructure across the Dundee Community Planning Partnership and Health and Social Care Partnership</p> <p>Dundee City Council and NHS Tayside Communications Teams</p>	January / February 2023

	Within this there will be a specific focus on supporting engagement with people who have protected characteristics or who are impacted by poverty and socio-economic disadvantage.		
INFORMATION GATHERING	Review and benchmarking of other IJB delivery plans	Strategy and Performance Service National Integration Managers Network Published plans	July / August 2022
DRAFTING	Developing a draft delivery plan for further engagement with stakeholders	Strategic Planning Advisory Group	February 2023
ENGAGEMENT	Testing of draft delivery plan with: <ul style="list-style-type: none"> • Public Reference Group • Operational management teams • Care Group Strategic Planning Groups / Transformation Boards • Integration Joint Board • Angus and Perth & Kinross Partnerships re: lead partner services 	Strategic Planning Advisory Group	February 2023

DRAFTING G	Update IIA records and strategic risk register	Finance, Strategic Planning and Business Support Service	Continuous updating
PHASE 5 - DEVELOPING THE RESOURCE FRAMEWORK			
INFORMATION GATHERING	Review and benchmarking of other IJB resource frameworks (or similar)	Strategy and Performance Service / Finance Service National Integration Managers Network Published plans	September / October 2022
	Review of existing workforce plan, financial plans and emerging property strategy and digital strategies	Finance, Strategic Planning and Business Support Service	September / October 2022
	Further research and discussion regarding inclusion of market facilitation element	Strategic Planning Advisory Group	August 2022
ENGAGEMENT	<p>Focused discussions with key groups to develop initial overview of framework elements and content, to include:</p> <ul style="list-style-type: none"> • Workforce Planning Group • Property Strategy Group • Finance Service • IT Project Board 	Strategic Planning Advisory Group	October / November 2022
DRAFTING	Development of draft resource framework	Finance, Strategic Planning and Business Support Service Strategic Planning Advisory Group	January / February 2023

ENGAGEMENT	Testing of draft resource framework with: <ul style="list-style-type: none"> • Public Reference Group • Operational management teams • Care Group Strategic Planning Groups / Transformation Boards • Integration Joint Board • Angus and Perth & Kinross Partnerships re: lead partner services 	Strategic Planning Advisory Group	February 2023
DRAFTING	Update IIA records and strategic risk register	Finance, Strategic Planning and Business Support Service	Continuous updating
PHASE 6 – DEVELOPING THE PERFORMANCE FRAMEWORK			
INFORMATION GATHERING	Review and benchmarking of other IJB performance frameworks (or similar)	Strategy and Performance Service National Integration Managers Network Published plans	August / September 2022

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ENGAGEMENT</p>	<p>Focused discussions with key groups to develop initial overview of framework elements and content, to include:</p> <ul style="list-style-type: none"> • Performance management staff • Operational management teams • Care Group Strategic Planning Groups / Transformation Boards • Angus and Perth & Kinross Partnerships re: lead partner services 	<p>Strategic Planning Advisory Group</p>	<p>October / November 2022</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">DRAFTING</p>	<p>Development of draft performance framework</p>	<p>Strategy and Performance Service</p> <p>NHS Tayside Business Unit</p> <p>Dundee City Council Corporate Services</p> <p>Public Health Scotland</p>	<p>December 2022 / January 2023</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ENGAGEMENT</p>	<p>Testing of draft performance framework with:</p> <ul style="list-style-type: none"> • Public Reference Group • Operational management teams • Care Group Strategic Planning Groups / Transformation Boards • Integration Joint Board • Angus and Perth & Kinross Partnerships re: lead partner services 	<p>Strategic Planning Advisory Group</p>	<p>February 2023</p>

DRAFTING G	Update IIA records and strategic risk register	Finance, Strategic Planning and Business Support Service	Continuous updating
PHASE 7 – FORMATTING, PUBLICATION AND COMMUNICATION			
ENGAGEMENT	Engagement with Design Team to discuss project requirements and timescale	Dundee City Council Design Team	September / October 2022
	Engagement with the public to generate images for use within the plan	Strategic Planning Advisory Group Existing planning and engagement infrastructure across the Dundee Community Planning Partnership and Health and Social Care Partnership Dundee City Council and NHS Tayside Communications Teams	September / October / November 2022
DRAFTING	Drafting of all designed materials, including: <ul style="list-style-type: none"> • Full versions • Summary versions • Alternative formats • Extract of Equality Outcomes aspects 	Dundee City Council Design Team	January / February / March 2023
ENGAGEMENT T	Testing of designed materials framework with: <ul style="list-style-type: none"> • Public Reference Group • Operational management teams • Care Group Strategic Planning Groups / Transformation Boards 	Strategic Planning Advisory Group	February 2023

	<ul style="list-style-type: none"> Integration Joint Board 		
	Final consultation on draft designed materials with public and organisational stakeholders	Strategic Planning Advisory Group	February 2023
DRAFTING	Update IIA records and strategic risk register	Finance, Strategic Planning and Business Support Service	Continuous updating
GOVERNANCE	Submission of final materials to IJB for approval		March 2023
	Submission of approved materials to stakeholders for information, including Dundee City Council Tayside NHS Board		April 2023
COMMUNICATION	Publication of approved materials on digital platforms	Finance, Strategic Planning and Business Support Service Dundee City Council and NHS Tayside Communications Teams	March / April 2023
	Development of approaches for media engagement and ongoing promotion of plans via social media and other communication channels	Dundee City Council and NHS Tayside Communications Teams	March / April 2023
PHASE 8 – REVIEW OF THE TRANSFORMATION / STRATEGIC PLANNING GROUP STRUCTURE			

Through the development of the strategic commissioning plan it is anticipated that a renewed transformation and strategic planning structure will emerge that is for purpose for the future. The structure should directly respond to the priorities, outcomes and actions set out within the plan; form should follow function. It is anticipated that any follow-on work to support this would be completed by end of June 2023.

Appendix 2

Internal Audit – Strategy Development Principles

	The Board continues to be fully engaged in the development of the Strategic Plan and understands and where necessary approves, Process, Products, Parameters, Priorities and Principles;
1.	Has the Board identified and implemented the culture required to achieve successful implementation?
2.	Have the principles to be applied in developing the Strategic Plan been considered by the Board?
3.	How does organisational risk appetite inform Strategic Plan and prioritisation? Has this link been defined either formally or informally?
4.	Does the consultation/engagement strategy for the plan include formal and informal discussions with Board members?
5.	How will areas which are 'off-limits' be identified at the onset to avoid work being undertaken on areas which will not be acceptable to its Board or stakeholders? Has there been discussion/engagement at an early stage with non-executive members, partner bodies, SG?
6.	How will expectations be managed?
7.	Have resource constraints – staff, finance, digital/technology, property been identified?
8.	What has been done to ascertain impact of Covid on demand – mental health, impact of elective, unknown pent-up demand?
9.	How has population need been identified? How will it be incorporated into the Strategy?
10.	Equity – population need, how is inequality measured, defined, is it an embedded principle, are members prepared for potential consequences? Does the Strategy overtly comply with the requirements of https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/documents/ ?
11.	Have Realistic medicine and evidence based care been embedded as core principles?
12.	How will the Strategy link to IJB and Local Authority council strategies – both formally and informally ?
13.	Learning from RMP 3/4– how will the Plan: <ul style="list-style-type: none"> ○ capture the extent to which strategic objectives are still realistic /desirable and which have increased in priority/demand e.g. mental health. ○ Identify potential changes to resource requirements and availability ○ Understand the impact of and potential for different ways of working
14.	Has the approach recognised that many services were unsustainable pre-covid and learn lessons from the successes (or otherwise), of transformation?
15.	Does the strategy build in resilience to allow for unknown consequences of Covid and ongoing pressures?

	The process for developing the Strategic Plan is in accordance with best practice
16.	Has a timetable been approved by the Board?
17.	Is there a project plan consistent with the timetable?
18.	What project methodology is being applied? Does it embed appropriate project/programme management principles?
19.	How are project risks identified, monitored and mitigated?
20.	Does the project plan include robust monitoring, reporting and remediation?
21.	Have risks to key services been assessed to identify urgent issues that may become critical imminently, so that if there are any delays to the overall process, these are prioritised and started now?
22.	How are assurances around delivery structured– project manager, group, reporting, links to Executive Team? (Ascertain the governance and reporting structures.)
23.	How will learning from remobilisation be incorporated?
24.	How will data quality be assessed and assured?
25.	Does the process include genuine innovation incorporating realistic medicine, transformation and efficiency savings?
26.	Does the plan include the impact of Covid on demand and capacity, as well as identifying overall population need and addresses health and care inequalities? Has Covid been considered and flexibility been built into the planning process, recognising potential impact on project staff, availability of management?
27.	Is the plan congruent with Strategies being developed by partner bodies
28.	Will the plan identify staff, IT, Estates and other resource requirements and ensures these are embedded in the supporting strategies of the IJB and its partners? Is there clarity over how these will be embedded in the supporting strategies of the parties, including the use of directions if required? Does the plan take into account the timing of the partner bodies overall and supporting strategies?
29.	Is there agreement on what management processes can be deferred to allow strategic planning work to go ahead?
30.	Is there a process to ensure knowledge gained is used to update Strategic Risks? How will understanding from the identification of strategic objectives, threats to their achievement and mitigating actions feed through into the Strategic Risk Register, including horizon scanning for the coming 5 years?
31.	Does the process recognise the likely challenges that will come and therefore recognise the need for: <ul style="list-style-type: none"> • Transparency of process • Robust data and projections • A positive narrative and vision for future services • An understanding of potential sources of resistance to change and their likely motivations?

32.	Is there a cohesive engagement strategy for development and approval of the Strategic Plan which allows engagement with all relevant parties in the design of individual components and appropriate consultation at the end?
33.	Does the process build in consideration of likely areas of opposition to change and development of remedial action?
34.	Has co-production been considered where appropriate and where timescales allow? Is the plan flexible enough to allow for co-production in the longer term?
	There is appropriate and proportionate reporting to the Board on progress in developing the plan.
35.	Is there a clear timeline for delivery of the Strategic Plan with clear milestones?
36.	Has it been fully agreed with the Board?
37.	Is there a process for regular reporting to the Board on progress against key milestones?
38.	Does the Board understand when and how it will receive products/update papers and whether they will be for approval or noting?
39.	Is there clear delineation between Strategic issues/principles which are the preserve of the Board and operational matters which are not?

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