

Meeting:	Grampian NHS Board
Meeting date:	2 December 2021
Item Number:	6
Title:	Strategy Development – Plan for the Future (2022 - 2028)
Responsible Executive/Non-Executive:	Adam Coldwells, Director of Strategy and Deputy Chief Executive
Report Author:	Jenna Young, Planning Manager

1 Purpose

This is presented to the Board for:

- Assurance
- Endorsement

This report relates to a:

- NHS Board/Integration Joint Board Strategy or Direction

This aligns to the following NHSScotland quality ambition(s):

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation

NHS Grampian is developing its 'Plan for the Future' which will set out its strategic direction for the period 2022-2028 building on the Grampian Clinical Strategy 2016-2021. The Board has had key oversight in its development from the inception, at the launch event on 16th April 2021.

This report seeks two things:

- firstly, to provide an update on progress , and
- secondly, to seek permission from the Board to alter the timeline for the publication of the Plan for the Future.

2.2 Background

The Board has received formal papers at its August and October meetings seeking the Board's approval and providing assurance on progress. The Engagement and Participation Committee (EPC) of the Board has undertaken a formal role, on behalf of the Board, to provide assurance on the quality of the engagement that is taking place to inform the development and production of the Plan for the Future.

In October 2021, the Board paper presented the 'package' which will make up the contents of the Plan for the Future. This was agreed by the Board and will comprise:

1. Strategic intent
2. Outcomes (including the performance approach)
3. Three-year Delivery Plan
4. Medium Term Financial Strategy
5. People and Culture Strategy (three things = sustainable workforce, culture and staff experience, health, safety and wellbeing. This will include the three-year Integrated Workforce Plan being submitted to Scottish Government)
6. Infrastructure Plan
7. Leadership Model
8. Key Enablers (including digital strategy and innovation)
9. Ongoing and future approach to engagement and co-production
10. Risk assessment of the plan

2.3 Assessment

As we continue to work through the process of developing our Plan for the Future, our approach and consideration of what is important is maturing. A small number of key issues are now solidifying, namely:

1. The Board's Plan for the Future will be a dynamic and living document. When it is presented to the Board, formally, it will set out a number of key ambitions and describe the steps that we need to take to deliver on these and will continue to evolve.
2. In year one of the delivery plan, NHS Grampian will ensure key outcomes are aligned to the NHS Scotland Recovery Plan and create the robust foundations required for the ongoing delivery of our medium and longer term ambitions.
3. The Plan for the Future will be presented through a digital format allowing people to access the level of detail which suits their requirements and, critically, will allow us to continue to develop and update our approach as it matures over the weeks, months and years ahead.
4. Whilst we are maximising the digital approach, we are very mindful of digital exclusion and will ensure that non-digital information is available.

5. As we consider the Eighth Decade ambitions, set out by the Chief Executive, we continue to triangulate the findings from Phase I engagement against these in developing our direction and aspects of Phase II engagement will support this work.
6. The Eighth Decade paper also describes a number of ambitions which are key aspects of the work of the Community Planning Partnerships (CPP). In developing our strategic intent, we are very considerate of the role of the three CPPs and will ensure that our work and direction of travel is both consistent and complementary.
7. A fundamental part of our strategic ambition is to move beyond engagement by having ongoing conversations with the public, staff and partners to ensure a shift to co-production. As we enter Phase II of the engagement process, we are experimenting and consequently learning more and more about meaningful engagement and the importance of fostering long term relationships as an organisation working with the public as partners.

Update on the assurance from the EPC

Regular updates have been taken to the EPC to gain assurance of the engagement processes undertaken as part of the development of the Plan for the Future. The most recent EPC meeting on 10th November 2021 received an update on the completion of Phase I Engagement, the analysis of the feedback received and how that has informed the plan for Phase II Engagement. The EPC were reassured on the progress and continued approach, and requested that the next update report for February 2022 meeting contains evaluation of Phase II and an explanation of how what we have heard during engagement activities has been translated into the final Plan.

Update on Phase II engagement

Phase II engagement is currently underway with a number of focus groups and engagement sessions arranged throughout November. These discussions will take the key themes from Phase I and explore further, digging beneath the surface to identify the 'wicked issues'. The aim is to move towards a 'realistic conversation' with people and work together to begin to explore and co-create potential solutions.

It is acknowledged that, as per our aspiration when commencing the engagement process, 'ongoing dialogue' with staff, public and partners needs to continue beyond the development of the Plan for the Future if we are to be successful in delivering the level of transformation required. Joint working with partners and relationships with CPPs and locality/community groups were enhanced during Phase I and will be key to enable more meaningful engagement and participation as we work together to deliver our new Plan for the Future.

Revised Timeline

From the inception of the process to develop our Plan for the Future, we wished to conclude our engagement with staff, partners and the population at the end of November 2021, produce a draft plan in December that could be considered informally by various groups and partners with the aim of the formal sign off being in February 2022.

Our approach was to be that the production of the draft plan, during December, would be undertaken by the Director of Strategy with support from the team developing the Plan for the Future. Once sketched out, others would be involved in a rather traditional “consultation” method. The NHS Grampian Board has been undertaking some work on becoming a unitary Board where the Executive and non-Executive members undertake a much more collaborative approach. In the spirit of this work, it is suggested that the whole Board undertakes some work together to consider the findings from all of the engagement work, the existing national policy and other influences to develop the strategic intent of the organisation. This would take the form of a single workshop that informs the direction which will be reflected in the Plan being developed by the Director of Strategy and team.

If this is both attractive as a method and acceptable to the Board, then the January 2022 Seminar (already scheduled and in the diary) will be used exclusively to undertake this activity.

The consequence of this, however, is that the timeline for the formal sign off will need to be moved. It is suggested that the Plan for the Future is considered at the April 2022 Board meeting.

As well as this fundamental benefit of the whole Board having a much greater involvement in creating the direction of the organisation, there are a number of incidental benefits, namely,

- The Plan for the Future will follow the planned end point of Operation Iris.
- The April publication is more consistent with other nationally driven parts of the ‘package’, namely the 3-year delivery plan and the 3-year integrated workforce plan.

Route to the Meeting

Whilst this paper has not been considered by any Board Committee, the engagement work described in this paper is being assured through the Engagement & Participation Committee of the Board.

2.4 Recommendation

The Board is asked to:

- **Assurance – The Board is asked to review and scrutinise the information provided in this paper and confirm that it provides assurance that**
 - The ongoing strategy development remains robust and inclusive to provide engagement evidence in order to contribute to the development of its strategic intent which will be set out in the Plan for the Future.

- **Decision – The Board is asked to agree**
 - To use its January 2022 seminar to help consider the evidence gathered during the extensive engagement exercise (and other information) in order to influence the shape of the strategic intent.
 - To receive the formal strategic package at its April 2022 meeting (altering the timeline from February to April).