

Board Meeting 26 AUGUST 2016

DRAFT STRATEGY 2017-22

Recommendation/action required:

The Board is asked to approve the draft strategy for 2017- 22.

Author:

Sponsoring Director:

Christine Duncan
Head of Strategy and Communication

Cath Denholm
Director of Strategy

19 August 2017

DRAFT STRATEGY 2017-22

Purpose of Paper

1. This is our draft strategy for 2017-22 presented to the Board for approval as the working draft on which to begin planning for 2017/18.

Background

2. Commencing in December 2016 there has been extensive internal and external engagement to inform the development of our strategy for 2017-22. Feedback collected during this engagement phase has been systematically collected and analysed. Alongside the engagement activity, policy analysis and horizon scanning has been used to inform our strategic direction and strategic priorities for the next five years.
3. A Board seminar was held on the 11th August to review and discuss an earlier draft of the strategy. The draft presented to the Board today has been revised to reflect the feedback and strategic direction agreed by Board members. Attendees at the seminar are listed in Appendix A.

Strategic themes

4. The following strategic themes and direction were agreed at the seminar on the 11th August:
 - The strategy when finalised will be accompanied by a 5 year strategic plan and an annual delivery plan.
 - The strategic priorities should be aligned with the Programme for Government (PfG), forthcoming regulation and legislation as best we can whilst we await the detail of PfG.
 - There should be clear alignment with NHS priorities – our distinct contribution being strengthening the role of NHSScotland in reducing inequalities in health outcomes.
 - Our local work should primarily be for the purpose of national learning and evaluation - based on a 'what's best' or 'once for Scotland' rationale.
 - Consultancy work at local or national level should be about getting knowledge into action and ensure alignment with national priorities.
 - The strategy should position us for whatever shape the landscape around us becomes.

AREAS TO BE DEVELOPED

5. The section of the draft that looks at the context for our work will be completed when the PfG is announced and when there is more information about NHS and public health reform.
6. The Performance Management Framework will be refreshed when the National Performance Framework revisions have taken place.

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NEXT STEPS

7. Following approval of the draft strategy a period of further internal and external engagement will take place to gather feedback in order to finalise the Strategy for final approval in March 2017 alongside the Strategic Plan and 2017/18 Delivery Plan. This will take the form of written feedback and face to face meetings. The Board will have the opportunity to view the Strategy again in February as background alongside the draft Strategic Plan and draft 2017/18 Delivery Plan.
8. The internal AFHS steering group met with CMT on 17th August to explore the use of business and strategy model tools and approaches to developing the 5 year Strategic Plan and the annual Delivery Plans. These tools will be used to provide detail **for each** of the strategic priorities identified in the Strategy as follows:
9.
 - The delivery model
 - The value proposition
 - The stakeholders
 - The resources needed
10. We will engage stakeholders for each of the strategic priorities when validating our plans and assumptions over the next months.

Partnership

11. A cross directorate AFHS steering group have met weekly to encourage and facilitate engagement within all directorates as the strategy has developed. The steering group will continue until March 2017 and will have a key role in facilitating engagement with staff in the development of the Strategic Plan to sit with the Strategy. The group has specific staff side representation as well as representatives from each directorate.

Finance and Resource Implications

12. There are no particular finance or resource implications arising from the paper itself, although clearly this paper sets important direction over priorities and therefore future resource allocation for the organisation.

Communications

13. An external and internal communications and engagement plan is being implemented.

Risk

14. The following risk is identified in the Corporate Risk Register : **‘The planning methodologies used to prepare a new strategy to replace ‘A Fairer**

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***Healthier Scotland - Our Strategy 2012-2017* may be insufficient to result in a robust strategic plan for the next 5 years.'**

15. We continue to work on managing against this risk. We are pleased that the draft audit report on strategic planning will provide the Audit Committee this afternoon with the opinion that the process adopted so far to ensure effective engagement and focus has been very good.

Equality and Diversity

16. This paper has no direct proposals in it regarding equality and diversity. The organisation's Equality Outcomes are due to be refreshed within this calendar year. When they are, our intention is that they are fully integrated into the strategic ambitions outlined in this paper.

Sustainability and Environmental Management

17. This paper has no direct implications regarding sustainability and environmental management. However, any sustainability and environmental management goals or targets, as they affect our externally focused work on the environmental impacts on health or on how we operate as an organisation, are within the overall intent of this Strategy and detail will be included within the Strategic Plan.

Action/Recommendations

18. The Board is asked to approve the draft Strategy 2017-22.

Christine Duncan
Head of Strategy and Communication
19 August 2017

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APPENDIX A

**Board Seminar
11 August 2016
Our Dynamic Earth, Edinburgh.**

List of Attendees

David Crichton

Michael Craig

Ali Jarvis

Michele McCoy

Rani Dhir

Russell Pettigrew

Paul Stollard

Paul McColgan

Gerry McLaughlin

Cath Denholm

George Dodds

Steve Bell

Andrew Fraser

Andrew Patience

Christine Duncan

Della Thomas

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