	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: o capture the extent to which strategic objectives are still realistic /desirable and which have increased in priority/demand e.g. mental health. o Identify potential changes to resource requirements and availability o 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:
	• 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?