# NHS Golden Jubilee

### **Meeting:** NHS Golden Jubilee Board

### **Meeting date:** 25 July 2023

### **Title:** NHS Golden Jubilee Annual Delivery Plan 2023/2024

### **Responsible Executive/Non-Executive:** Michael Breen, Executive Director of Finance

### **Report Author:** Carole Anderson, Deputy Director Quality, Performance, Planning and ProgrammesRikki Young, Head of Planning

## 1 Purpose

### This is presented to the NHS GJ Board for:

### Decision

### This report relates to a:

* Annual Operation Plan
* Government policy / directive
* NHS Board / Integration Joint Board Strategy or Direction

### This aligns to the following NHS Scotland quality ambition(s):

* Safe
* Effective
* Person Centred

**This aligns to the following NHS GJ Corporate Objectives:**

* Leadership, Strategy and Risk
* High Performing Organisation
* Optimal Workforce
* Facilities Expansion and Use
* Centre for Sustainable Delivery
* NHS Scotland Academy and Strategic Partnerships
* Culture, Wellbeing and Values

## 2 Report summary

## 2.1 Situation

All NHS Scotland Boards are required to prepare and submit Annual Delivery Plans (ADPs) in line with prescribed guidance from Scottish Government (SG). ADPs replace the previous system of Annual Operational Plans (AOPs) and, during the pandemic, Remobilisation Plans (RMPs).

Following consideration by the Board at its meeting on 25 May, NHS Golden Jubilee submitted an initial draft ADP to Government on 8 June. Government has committed to provide feedback on the draft plan. Once received this will be carefully considered, and, where appropriate, reflected in an updated draft of the ADP.

Due to the timelines to complete and submit the initial draft ADP it was not possible for the draft plan to follow the usual governance route of Finance and Performance Committee prior to consideration at the Board. The draft ADP is now presented to the Board for approval, noting that this is still subject to feedback from SG.

## 2.2 Background

As NHS Scotland’s focus shifts towards recovery and renewal, the strategic planning approach for Board’s has moved beyond remobilisation to a structured, Government directed, planning approach largely structured around the ten national drivers of recovery:

* Primary and Community Care
* Urgent and Unscheduled Care
* Mental Health
* Planned Care
* Cancer Care
* Health Inequalities
* Innovation Adoption
* Workforce
* Digital
* Climate Emergency and Sustainability

Not all of these drivers are directly relevant to NHS Golden Jubilee, as reflected in the coverage and depth of content within the ADP. Boards have also been directed to provide detail on finance, values based health and care, and improvement initiatives within ADPs. NHS Golden Jubilee’s guidance also includes specific requests for planning detail for the Golden Jubilee Conference Hotel, the Centre for Sustainable Delivery (CfSD) and NHS Scotland Academy (NHSSA).

The draft ADP sets out NHS Golden Jubilee’s response to the areas requested by Scottish Government, and broad delivery priorities for 2023/24. It is part of a suite of related plans: NHS Golden Jubilee’s Planned Care and Activity Plans for 2023/24 should be read alongside the ADP, and are included as appendices to the ADP.

Collectively these plans set out delivery priorities, specific planned care actions, and revised clinical activity plans for 2023/24. These reflect:

* Specific asks from Scottish Government
* Analysis of performance against capacity for planned activity
* Available workforce and physical (estate and equipment) capacity
* Actions to support local, regional and national priorities
* Local opportunities to maximise productivity, provide additional capacity, and delivery improvements in patient care

The ADP, including activity plans, has been developed based on a broad range of planning assumptions. NHS Golden Jubilee will:

* Continue to be a national resource available to support NHS Scotland
* Will adapt to the demands of winter and broader system pressures
* Will flexibly use resources to maintain a balance between urgent and elective care depending on demand
* Will work to deliver additional capacity through our Phase 2 expansion programme

A single Delivery Planning Template has been developed, setting out more granular detail on delivery priorities and milestones in line with the overall focus of the ADP. This template will be reviewed quarterly, and updated to reflect delivery progress, new and emerging initiatives, and risks and mitigations. Quarterly updates will be reported to this Committee prior as part of the review and Government submission process.

## 2.3 Assessment

The draft ADP and accompanying appendices have been developed in collaboration with key organisational leads. The main ADP document and Delivery Planning Template will be updated, as appropriate, to reflect and further feedback from the Board and Government.

The ADP is not designed to cover all aspects of the Board’s activities and plans. Rather, it follows prescribed Government guidance, covering a narrower range of ministerial priority areas, and should be read with this caveat. Work is underway to review and refresh the overall Board Strategy and associated plans. This will provide a more comprehensive, Jubilee- driven, coverage of the Board’s activities, priorities and plans. This work, which forms part of a broader strategic planning approach, will inform future revisions of the ADP and other strategic and operational Board plans. A timeline for the Strategy review, including engagement with the Board and its committees, will be shared at the next Board meeting.

### 2.3.1 Quality/ Patient Care

Delivery of the ADP supports optimum use of NHS Golden Jubilee capacity for quality patient care outcomes.

### 2.3.2 Workforce

The ADP describes progress and plans relating to the Board’s Workforce Plan.

### 2.3.3 Financial

The ADP is underpinned by the Board Financial Plan.

### 2.3.4 Risk Assessment/Management

Delivery risks and mitigations are considered within the ADP and associated Delivery Planning Template.

### 2.3.5 Equality and Diversity, including health inequalities

An impact assessment has not been completed because the ADP is developed as a response to Scottish Government Planning guidance. Developments or changes to service delivery will be subject to EQIA at service level.

### 2.3.6 Other impacts

N/A

### Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage external stakeholders where appropriate:

* The ADP was developed in collaboration with Divisional teams and specialty leads throughout February to May 2023
* Executive Leadership Team – email correspondence and final feedback

### Route to the Meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report:

* Executive Leadership Team 27 April 2023
* Finance and Performance Committee 11 May 2023
* Executive Leadership Team 24 May 2023
* Board 25 May 2023
* Finance and Performance Committee 4 July 2023
* Strategic Portfolio Governance Committee 4 July 2023

## 2.4 Recommendation

* **Decision** – The Board is asked to consider the draft Annual Delivery Plan, offering comment on the content where applicable. This will be considered in finalising the plan following Government feedback.

## List of appendices

The following appendices are included with this report:

* Appendix 1: Draft NHS Golden Jubilee Annual Delivery Plan 2023/24
* Appendix 2: Delivery Planning Template
* Appendix 3: NHS Golden Jubilee Activity Plan 2023/24