

**BOARD MEETING: 24 March 2017**

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**A FAIRER HEALTHIER SCOTLAND 2017-22: A STRATEGIC FRAMEWORK FOR ACTION AND CORPORATE PLANS 2017-18**

**Recommendation/action required:**

The Board is asked to approve the attached suite of Plans and related documents presented for the forthcoming business period:

- A Fairer Healthier Scotland 2017-22: A Strategic Framework for Action
- NHS Health Scotland's 2017-18 Delivery Plan
- NHS Health Scotland's Financial Plan
- NHS Health Scotland's Equality Outcomes 2017-2021
- NHS Health Scotland's 2017- 18 Corporate Risk Register

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**16 March 2017**

## **A FAIRER HEALTHIER SCOTLAND 2017-22: A STRATEGIC FRAMEWORK FOR ACTION AND CORPORATE PLANS 2017-18**

### **Purpose**

1. This paper provides the Board with a summary overview of the corporate plans and related documents that will inform our delivery in 2017-18 and prepare and position the organisation in advance of the transition to a new public health body in early 2019.
2. Specifically, the Board is asked to approve:
  - A Fairer Healthier Scotland 2017-22: A Strategic Framework for Action
  - NHS Health Scotland's 2017-18 Delivery Plan
  - NHS Health Scotland's Financial Plan
  - NHS Health Scotland's Equality Outcomes 2017-2021
  - NHS Health Scotland's 2017- 18 Corporate Risk Register

### **Background**

3. A Fairer Healthier Scotland 2017-22: A Strategic Framework for Action (SFA) and the 2017-18 Delivery Plan (Delivery Plan) have been developed within the context of the [Scottish Government's Health and Social Care Delivery Plan](#) published in December 2016. The Health and Social Care Delivery Plan sets out a clear intention to strengthen national leadership for the sustained protection and improvement of Scotland's health.
4. At the Board Seminar on 3 February 2017 there was a consensus that particular attention needed to be paid to how both documents effectively position the organisation and articulate the priorities we would wish to see prominent in the planning and design of the national public health priorities and the new public health body. This is to ensure a continuing focus on improving the health of the people of Scotland in an equitable way.
5. In particular, the Board reaffirmed that both documents should be closely aligned and present the complexity of our work in positive and accessible terms in order to provide a strong basis to engage our stakeholders in influencing the new public health landscape.
6. We have incorporated this feedback into the SFA and Delivery Plan and have worked to ensure synergy across all the attached plans and documents. This is in line with the Board's long-standing expectation of a fully integrated approach to planning and so that, overall, these documents serve to support the successful implementation of our strategic aims.

## **Commentary on the Attached Documents**

### **A FAIRER HEALTHIER SCOTLAND 2017-22: A STRATEGIC FRAMEWORK FOR ACTION**

7. The change of emphasis during the planning process from a 'Strategy' to a 'Strategic Framework for Action' was discussed and agreed by the Board as an appropriate response following publication of the Scottish Government's Health and Social Care Delivery Plan in December 2016.
8. The SFA sets out the five Strategic Priorities that we have developed in partnership with our stakeholders. They will form the basis on which we plan and review our work for the next 18 months and, we hope, also have considerable influence in shaping new public health priorities and the focus of fairer health improvement within the new public health body.
9. The SFA also describes three Strategic Change Priorities. These are our priorities for change and improvement that we believe will enable us to deliver our strategic ambitions.

### **2017/18 DELIVERY PLAN**

10. Our Delivery Plan establishes how we will deliver against the four measures set out in the NHS Local Delivery Plan (LDP) Guidance and how we will continue to make improvements in the themes that were identified in our 2016 Annual Review. These included: supporting public sector reform through a strong strategic focus, effective leadership, demonstrating our impact and influence and delivering value for money.
11. The Delivery Plan is fully aligned with the Priorities established in the SFA. It sets out what we specifically plan to do in 2017/18 towards the longer term outcomes described in the SFA. It also describes the core support functions and improvements that will support the delivery of our work.
12. The Delivery Plan aims to be explicit in how we will measure our performance and manage our resources. The Delivery Commitments for the year ahead are agreed and set out in this Plan. A further Operational Planning Review is scheduled for 17 March 2017, where final decisions will be made as to the allocation of available resources to each Delivery Commitment. The conclusion of this exercise will be confirmed at the Board meeting on 24 March 2017.

### **FINANCIAL PLAN**

13. The Health and Social Care Delivery Plan sets out how NHS Boards will be required to work collaboratively in the planning and delivery of services to achieve efficiencies and drive transformation.
14. The Local Delivery Plan (LDP) Guidance 2017/18 also puts a requirement on NHS Boards to provide a Financial Plan for a minimum period 2017-18 to 2019-20. The draft of this Financial Plan is included within the attached

documents. It is due to be submitted in final form to Scottish Government by 31 March 2017.

15. Our anticipated operating budget in 2017/18 is c £19m. Full details are included in the attached document, but this includes a staff budget of £12,099m and a project budget of £4,164m (of which £3,191m is core and £973m is non-core).
16. The Financial Plan sets out our planning assumptions, including options for contributing to the £15m savings target that has been asked of NHS special Boards this year. Discussions are ongoing, but NHS Health Scotland's contribution is expected to be in the region of £500k. This sets a particularly challenging operating environment for the year ahead.

### **EQUALITY OUTCOMES 2017-21**

17. We are required by the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 (the 'specific duties') to publish a set of specific and measurable Equality Outcomes. Equality Outcomes are defined by the specific duties as 'a result that the listed authority aims to achieve in order to further [the public sector equality duty.]' In May 2012, the Scottish Parliament confirmed the legal requirements (or specific duties) on the timing and content of the reports public authorities publish.
18. We must publish a refreshed set of Equality Outcomes every four years from the last date of publication. Our current Equality Outcomes are due to expire on 22 March 2017.
19. Our proposed Equality Outcomes for 2017-2021 will be published on [www.healthscotland.scot](http://www.healthscotland.scot) on 22 March 2017, with a caveat pending Board approval.
20. The SFA includes a commitment that our work is underpinned by principles of human rights and the right to health. We propose retaining the basic construct of the existing Equality Outcomes, with some revisions and updates to the wording to ensure consistency with that intent as set out in our SFA.
21. The Equality Outcomes paper seeks endorsement from the Board for our work towards fulfilling our public sector equality duty and approval to publish the proposed revised NHS Health Scotland Equality Outcomes.
22. While we know that NHS Health Scotland is set to become part of a new public health body by 2019, our approach is to plan these Equality Outcomes for the full four year term and for them to sit alongside the 5 year Strategic and Change Priorities described in the SFA. Our intention is to set a legacy for excellence in equality that has impact on the new body when it is formed.

## **CORPORATE RISK REGISTER AND RISK STATEMENT**

### **Corporate Risk Register**

23. Our corporate risk register (CRR) is designed to describe the biggest risks faced by the organisation in the next financial year. The Board is asked to approve the CRR attached for 2017/18.
24. The CRR is refreshed every year during the planning process. We defined these risks based on the feedback from the Board at a seminar in October, a risk workshop with middle and senior managers and executives in November and a further risk session with the Corporate Management Team in January.
25. On Board approval of the risks, we will assign them likelihood and impact scores, and confirm owners and subcommittees. As in 2016/17, the Board will receive updates on risks in quarterly performance reports and governance subcommittees will get updates on agreed risks at each meeting. The Board will also receive an end-of-year update on our performance against 2016/17 risks in June.

### **Risk Statement**

26. The Risk Statement articulates our appetite for risk. It was written following the Board's risk seminar in October 2016 and agreed by the Board in November last year. It replaces the previous risk appetite.
27. Both the Corporate Risk Register and Risk Statement are fully aligned with our Delivery Plan.

### **Finance and Resource Implications**

28. The finance and resource implications are detailed in the attached Financial Plan.
29. Given the financial challenges we face and which we know our partners are facing, a key focus for our Delivery Plan is to ensure that our resources, including our workforce, are prioritised to maintain delivery against our Strategic Priorities. We will actively monitor delivery and allocation of resources through the year to support this.
30. The Board will receive regular reports on progress of the Delivery Plan in Quarterly Performance Reports.

### **Staff Partnership**

31. The SFA and Delivery Plan have been developed with extensive engagement with staff at various stages of development. Service Heads have taken a lead role as Commissioners. We also established a cross directorate staff steering group which has been involved in commenting on and supporting wider staff engagement in strategic planning since last year.

This group has included staff side representation and staff side have also been involved in the development of the Equality Outcomes.

32. Our workforce remains our biggest and most important resource in delivering our strategic aims. The Delivery Plan includes specific commitments under Workforce Planning and Workforce Engagement, and detailed policy and financial assumptions that have been made in determining the staff budget. These will continue to be used to monitor the staff budget through the year.
33. The Delivery Commitments include specific aspects of work required from Scottish Government under the Everyone Matters workstream. We are also required to submit a specific Workforce Plan to the Scottish Government Health and Social Care Workforce Directorate in the summer. This will be drawn from the outcomes, Delivery Commitments and assumptions set out in this Delivery Plan. It will be discussed with the Partnership Forum and approved by the Staff Governance Committee on behalf of the Board in May.

### **Communication and Engagement**

34. The SFA, Delivery Plan (including the Financial Plan), Equality Outcomes and Corporate Risk Register will be published via our website [www.healthscotland.scot](http://www.healthscotland.scot).
35. As in previous years, the intention is to make short, sector-specific summaries of the Delivery Plan and to share these with key partners, particularly partners whose feedback we sought in the development of these plans. We also intend to publish a limited number of hard copies of the SFA as we regard this as a key corporate communication and engagement tool. The messages that accompany these documents will be clear about the current and future operating context of NHS Health Scotland and our planned approach. These messages will be consistent with the key messages set out in the Stakeholder Engagement Plan which will also be presented at this Board meeting.

### **Corporate Risk**

36. The 2017/18 Corporate Risk Register and Risk Statement are attached.

### **Promoting Fairness**

37. Our fundamental purpose is to promote fairer health improvement by delivering the strategic priorities described in our SFA and Delivery Plan. We are also explicit in our intent to deliver Equality Outcomes that are fully mainstreamed into our delivery goals and to underpin all our work with the principles of human rights.

### **Sustainability and Environmental Management**

38. There are no implications for sustainability or the environment arising from the proposals in this paper. However, both the SFA and Delivery Plan

incorporate outcomes and delivery commitments specifically focussed on sustainability and environmental management.

**Action/ Recommendations**

- 40.** The Board is asked to approve the attached suite of Plans and related documents presented for the forthcoming business period:
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