

Board meeting: 23 March 2018

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Organisational plans & related documents 2018/19

Recommendation/action required:

The Board is asked to approve the attached suite of corporate documents presented for the forthcoming business year 2018/19:

- Delivery Plan
- Operational Plan
- Stakeholder Engagement Plan
- Planned approach to the new socio-economic public sector equality duty
- Workforce Planning Assumptions
- Property and Assets Management Strategy (PAMS) Update
- Financial Plan
- Corporate Risk Register

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Organisational plans & related documents 2018/19

Purpose

1. This paper provides the Board with a summary overview of the organisational plans and related documents that will inform our delivery in 2018/19 and prepare and position the organisation for an effective transition to the new national arrangements for public health and greater collaboration across NHS Boards.
2. Specifically, the Board is asked to approve the:
 - 2018/19 Delivery Plan (Paper 6a)
 - 2018/19 Operational Plan (Paper 6b)
 - 2018/19 Stakeholder Engagement Plan (Paper 6c)
 - Planned approach to incorporate the new socio-economic public sector equality duty, being introduced in May 2018, into our existing Equality Outcomes (no paper)
 - 2018/19 Workforce Planning Assumptions (Paper 6d)
 - 2018/19 Property and Assets Management Strategy (PAMS) Update (Paper 6e)
 - 2018/19 Financial Plan (Paper 6f)
 - 2018/19 Corporate Risk Register (Paper 6g)

Background

3. The 2018/19 Delivery Plan and associated suite of corporate documents have been developed within the context of:
 - Our Strategic Framework for Action (SFA) '[A Fairer Healthier Scotland 2017 – 22](#)'
 - Public health reform as set out in the Scottish Government's [Health and Social Care Delivery Plan](#)
 - The National Board's Collaborative Plan (also to be discussed at the Board meeting on 23 March 2018).
4. These documents collectively and comprehensively describe our proposals to utilise and manage the resources available to us over 2018/19 in order to advance our corporate strategy and meet our corporate obligations. At the Board Seminar on 2 February 2018 there was a consensus that particular attention should be paid in the documents this year to two aspects. Firstly, how the organisation is preparing for an effective transition to the new national arrangements for public health and greater collaboration across NHS Boards. Secondly, how the legacy of NHS Health Scotland's work is captured and communicated effectively in our final year and used to influence the future landscape.

Commentary

Delivery plan

5. Our Delivery Plan 2018/19 (Paper 6a) sets out what and how we will deliver, in what is expected to be our final operational year. It is structured around the five Strategic Priorities and three Strategic Change set out in our SFA. It describes what we specifically plan to do in 2018/19, as well as describing the core functions that will continue to support the delivery of our work.
6. The Delivery Plan aims to be explicit in how we will measure our performance by including Performance Indicators for each Delivery Commitment. The Delivery Plan document summarises the planned activity of the organisation as Strategic Delivery Commitments, Strategic Change Commitments and Core Delivery Commitments. The full detail of the outputs under each Commitment is collated within the Corporate Planning Tool and has been scrutinised by the Commissioning Group and Corporate Management Team.
7. Scottish Government have reviewed the draft Delivery Plan and all comments have been incorporated.
8. The Board is asked to approve the 2018/19 Delivery Plan.

Operational plan

9. The Operational Plan for 2018/19 (Paper 6b) sets out our specific contribution to the triple aims of the Health and Social Care Delivery Plan and the National Boards Collaborative Plan for 2018/19.
10. The Operational Plan is a specific requirement from the Scottish Government Health and Social Care Performance Division on all NHS Boards. It replaces the requirements previously described under Local Delivery Planning Guidance. Taking the draft National Boards Collaborative Plan as our framework, we have included the commitments and outputs from our Delivery Plan that will directly contribute to what is being planned under the auspices of the National Boards Collaborative, either as a distinct contribution from NHS Health Scotland or as planned piece of collaborative work with one or more other partners.
11. This Operational Plan was submitted in draft to Scottish Government on 7 March 2018, subject to Board approval, which the Board is now asked to provide.

Stakeholder engagement plan

12. The Stakeholder Engagement Plan (Paper 6c) sets out our approach to identifying, working with and evaluating our engagement with stakeholders in the year ahead.
13. The plan outlines an approach to stakeholder engagement that is consistent and structured across NHS Health Scotland and appropriate to the context in which

we will be operating in 2018/19. In particular, we have given thought to the core messages in what is expected to be NHS Health Scotland's final year and to the stakeholders with whom it is essential we engage to ensure smooth transition and a secure legacy.

14. The Board is asked to approve the 2018/19 Stakeholder Engagement Plan and, in particular, to note the key messages and role of the Board in supporting this approach to engagement.

Approach to the socio-economic public sector equality duty

15. We are required by the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 (the 'specific duties') to publish a set of specific and measurable four year Equality Outcomes. Our [Equality Outcomes for 2017-21](#) were approved by the Board last March and published on our website (the lifespan of equality outcomes is set by the specific duties).
16. Since then, Scotland became the first part of the UK to introduce an additional socio-economic duty on public bodies. This legislation says that we 'must, when making decisions of a strategic nature about how to exercise its functions, have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.' The new duty comes into effect on 1 May 2018.
17. Because of the nature of our work to reduce health inequalities and to exceed our minimum requirements, we have in fact been including socio-economic disadvantage in our Health Inequalities Impact Assessment (HIIA) Tool for several years. Also, as part of our strategic and operational planning processes, we explicitly assess how our work will affect health inequalities and seek to prioritise work that makes the greatest difference to these.
18. All relevant actions in progressing towards these Equality Outcomes during 2018/19 are included in the Delivery Plan and will be reported on through our established in-year governance and end of year Board reports on progress towards achieving these Outcomes.
19. The Board is asked to endorse the advice of the Corporate Management Team that we have taken all steps necessary to be prepared for the introduction of the new socio-economic duty on 1 May 2018.

Workforce planning assumptions

20. The Delivery Plan includes a summary of our approach towards the Scottish Government's Workforce 2020 Vision and includes a number of commitments towards supporting our staff prepare for and be involved in change, as well as be generally supported in the workplace as employees. The full 2018/19 Workforce Plan was shared in draft with the Board at its seminar on 2 February and has been discussed by the Partnership Forum. The Workforce Plan, which includes these commitments, will be completed once end of year workforce statistics have become available and will be brought to the Staff Governance Committee in May,

for final approval on behalf of the Board, before submission to the Scottish Government Health and Social Care Workforce Division.

21. The Workforce Plan is drawn up on the basis of the workforce policy and financial planning assumptions which are discussed and refreshed each year in partnership. These draft assumptions were also discussed by the Staff Governance Committee on 23 February 2018 and comments from that discussion were subsequently shared with and discussed by the full Executive Team.
22. The Board is asked to approve the Workforce Planning Assumptions for 2017/18 (Paper 6d).

Property and assets management strategy (pams) update

23. Each year the organisation is asked to submit an update on its Property Assets Management Strategy. The attached brief document (Paper 6e) summarises the information that we propose providing to the Scottish Government Health and Social Care Estates Division.
24. The Board is asked to note this PAMS update for submission to Scottish Government.

Financial plan & resource implications

25. 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.
26. The Local Delivery Plan (LDP) Guidance 2018/19 also puts a requirement on NHS Boards to provide a Financial Plan for a minimum period 2017/18 to 2019/20. However, due to new public health body due to becoming operational from 1 April 2019, our current plan provides up to 2018/19 only. This Financial Plan has been submitted in draft to Scottish Government and due to be submitted in final form by 31 March 2018.
27. 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 £325k. This sets a particularly challenging operating environment for the year ahead.
28. Our anticipated operating budget in 2018/19 is c £20m. Full details are included in Paper 6/18g, but this includes a staff budget of £12.601m and a project budget of £3.643m (of which £3.001m is core and £1.642m is non-core).
29. An Operational Planning Review is scheduled for 22 March 2018, where final decisions will be made as to the allocation of available resources from the project budget. The conclusion of this exercise will be confirmed at the Board meeting on 22 March 2018.

30. The Board is asked to approve the 2018/19 Financial Plan (Paper 6f).

Corporate risk register

31. We refresh our Corporate Risk Register (CRR) every year. The Corporate Management Team generates the new CRR each year in a facilitated risk session. In reviewing risks this year we have been particularly mindful of the risks associated with change and transition and have sought to reflect the risks discussed by the Board in that context over the last months.
32. We have grouped the risks identified into our risk categories and confirmed that risks in last year's CRR are either closed, link to a risk in the refreshed register or are now best captured in our master risk register.
33. The Board is asked to discuss and reflect whether the risks set out in Paper 6g reflect the most significant corporate risks facing the organisation in 2018/19 and, if so, to approve this as the 2018/19 Corporate Risk Register.

Reporting

34. The Board will receive regular reports on progress of the Delivery Plan in Quarterly Performance Reports. It is proposed to continue to use the format of quarterly reporting adopted throughout 2017/18, with the addition of a specific summary update on actions, progress and key decisions related to Change and Transition in each report.

Staff partnership

35. The Delivery Plan has 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.
36. The Delivery Commitments include specific aspects of work required from Scottish Government under the Everyone Matters workstream. This, the Workforce Planning Assumptions and the full Workforce Plan have been developed and agreed in Partnership.

Communication and Engagement

37. The Delivery Plan, Financial Plan, Operational Plan, Equality Outcomes and Corporate Risk Register will be published on our website www.healthscotland.scot.
38. We know from analysis of web use that our stakeholders often do not download PDF documents. We will therefore develop web-based content to communicate

the key messages from these documents in the [Our organisation](#) section of the website, including the [Our context – public health in Scotland](#) page.

39. We will engage staff in the documents through a variety of means including the office display screens, the Source and Corporate Cascade.

Corporate Risk

40. The 2018/19 Corporate Risk Register and Risk Statement are included in this suite of documents.

Promoting Fairness

41. 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

42. There are no implications for sustainability or the environment arising from the proposals in this paper. However, the Delivery Plan incorporates actions specifically focussed on sustainability and environmental management.

Issues Associated with Transition

43. Our plans for 2018/19 take full cognisance of the changing landscape in which we operate and details the specific actions we will take in the year ahead to achieve a smooth transition for staff, resources and national leadership around fairer health improvement.

Action / Recommendations

44. The Board is asked to approve, endorse or note as indicated the attached suite of plans and related documents presented for the forthcoming business period:
- Delivery Plan
 - Operational Plan
 - Stakeholder Engagement Plan
 - Approach to the socio-economic public sector equality duty
 - Workforce Planning Assumptions
 - Property and Assets Management Strategy (PAMS) Update
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