

Board Meeting: 15 February 2019

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DRAFT DELIVERY PLAN AND DRAFT CORPORATE RISK REGISTER 2019/20

Recommendation/action required:

<p>The Board is asked to review the organisation's draft Delivery Plan 2019/20 and draft Corporate Risk Register 2019/20. Both documents will return to the Board at the March meeting for approval.</p>
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Author:

Sponsoring Director:

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5 February 2019

DRAFT DELIVERY PLAN AND DRAFT CORPORATE RISK REGISTER 2019/20

Purpose

1. This paper accompanies two key corporate documents that are being prepared for the 2019/20 business year: the organisation's draft Delivery Plan and the draft Corporate Risk Register (CRR). The purpose in sharing with the Board now is to invite comment and feedback, so that when the documents are shared for approval with the Board as part of the full suite of planning papers on 22 March, substantive comments or gaps have already been taken into account.
2. The full suite of planning documents in March will comprise:
 - i. The Delivery Plan 2019/20
 - ii. Corporate Risk Register 2019/20
 - iii. Strategic Engagement Plan
 - iv. Finance Plan 2019/20
3. This year, the Delivery Plan is proposed to fully incorporate our Workforce Plan, which will aim to capture minimal requirements from Scottish Government but be focused on key assumptions and planning priorities (preparation for the transition into Public Health Scotland).

Background

4. The draft Delivery Plan is the organisation's main annual corporate plan. It sets out the work we plan to undertake in 2019/20 and the context in which we are working.
5. The draft plan sets out the practical actions we will take towards achieving the outcomes set out in our Strategic Framework for Action 2017–2022. These actions are set out as Delivery Commitments.
6. Performance indicators are in the process of being developed for each Delivery Commitment and will be included in the version of the plan that the Board will be asked to approve at the March Board meeting.
7. The draft Corporate Risk Register sets out the risks that the Corporate Management Team believes are the most significant corporate risks facing the organisation in 2019/20.

Context

8. Both documents have been developed against a backdrop of significant organisational change.
9. The Corporate Management Team, Commissioners and Delivery Commitment Leads have worked to ensure that in planning for the year ahead:

- a) we continue to be impactful in our mission to reduce health inequalities and improve health
 - b) we plan effectively for change to ensure that the organisation makes a successful transition
 - c) we ensure that our work contributes effectively to the Public Health Priorities, realigning work where necessary.
10. We refresh our Corporate Risk Register (CRR) every year. In reviewing risks this year we have made sure that we considered risks associated with change and transition and we have sought to reflect the risks discussed by the Board in that context over the last year.

Finance and Resource Implications

11. Commissioners and Delivery Commitment Leads are currently in the process of planning the outputs that will be delivered against the actions set out in the draft Delivery Plan. This includes finance and resource planning.
12. An Operational Planning Review is scheduled for 20 March 2018, where final decisions will be made as to the allocation of available resources from the project budget.
13. The 2019/20 Finance Plan will accompany the Delivery Plan to the March Board meeting.
14. The draft CRR risks 19-1 and 19-2 cover the key financial risks for the organisation in 2019/20.

Staff Partnership

15. The Delivery Plan has been developed with extensive engagement with staff at various stages of development. This includes the development of the Delivery Commitments and also the positioning of work in relation to the Public Health Priorities. The Strategy Directorate has received positive feedback from staff about how thoroughly they are engaged in the process.
16. The section on workforce will be developed and agreed in Partnership.
17. The draft CRR risks 19-4 and 19-5 cover the key workforce risks for the organisation in 2019/20 and will be reported to the Staff Governance Committee.

Communication and engagement

18. The Delivery Plan is a key engagement tool and is often used with external stakeholders to explain our work and the context in which we operate. Being able to demonstrate how our Plan this year is relevant to the Public Health Priorities and the changing context, as well being able to give the rationale as to why we are planning for a full delivery year, are important elements around our positioning of the Plan this year.

19. We will engage with Scottish Government stakeholders across all relevant policy teams ahead of finalising the plan ready for the March Board meeting. This helps to ensure that our work is effectively aligned with Scottish Government plans and that appropriate linkages are in place between respective leads.
20. The Delivery Plan will feature on our website, with social media activity planned for the day of publication. Our messaging will include the positioning with regard to the Public Health Priorities and Public Health Scotland, as mentioned above.
21. The final CRR is made available on both the Source and the NHS Health Scotland website.

Corporate Risk

22. The Corporate Risk Categories and corresponding Risk Appetites were agreed by the Board for the CRR 2017/18.
23. We have grouped the risks identified in the draft CRR 2019/20 into our risk categories.
24. In previous years we have confirmed that risks in the preceding year's CRR are either closed, link to a risk in the refreshed CRR or are now best captured in our master risk register. This year due to the extent of organisational change, the CRR 2018/19 has broadly been carried over into the CRR 2019/20.
25. The Delivery Plan will contribute to mitigating the two financial CRR risks 19-1 and 19-2.

Issues Associated with Transition

26. Issues associated with transition have been considered throughout the development of the draft Delivery Plan. The plan is one of the ways in which we are actively managing issues associated with transition. This includes:
 - a) Redeveloping our Strategic Change Priority work to focus entirely on managing our transition and through this, to plan for what we know we will be doing to support change and transition in the year ahead.
 - b) Ensuring that we account for the as yet unknown work that will arise as the year progresses by ensuring that teams retain capacity to respond to this emerging work.
 - c) Ensuring that every member of staff gives consideration to the impact that change and transition will have on their work and on them personally when planning for the year ahead.
27. As with the CRR 2018/19, the risks identified in the draft CRR 2019/20 all include an aspect of the transition from NHS Health Scotland to Public Health Scotland.

Promoting Fairness

28. The draft Delivery Plan sets out what we will do in the year ahead to continue to work towards a fairer, healthier Scotland. Promoting fairness is therefore at the heart of the document.
29. We have positioned our work within the draft plan as contributing to the Public Health Reform Principles of reducing inequality and promoting fairness, equity and equality. This includes explicit reference to our influential work on power and the impact of power imbalances on health.

Sustainability and Environmental Management

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

Action/ Recommendations

31. The Board is asked to review and comment on the organisation's draft Delivery Plan 2019/20 and draft Corporate Risk Register 2019/20. Both documents will return to the Board at the March meeting for approval.

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Duncan Robertson, Senior Policy, Risk & Data Protection Officer

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