

**BOARD MEETING: 22 March 2019**

We are working towards all our publications being available in an accessible format. In the meantime if you require this paper in a more accessible format, please contact us using this email address [nhs.healthscotland-ceo@nhs.net](mailto:nhs.healthscotland-ceo@nhs.net)

**DELIVERY PLAN & RELATED DOCUMENTS 2019/20**

**Recommendation/action required:**

The Board is asked to approve the attached suite of corporate documents presented for the forthcoming business year 2019/20:

- Delivery Plan (including Financial Plan, Workforce Planning Assumptions and Property Plan)
- Transition & Influence Plan: Building our Future
- Corporate Risk Register 2019/20

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**15 March 2019**

## **DELIVERY PLAN & RELATED DOCUMENTS 2019/20**

### **Purpose**

1. This paper provides the Board with a summary overview of the Delivery Plan and related documents that will inform the delivery of our core work throughout 2019/20, but also 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:
  - 2019/20 Delivery Plan (Paper )
  - 2019/20 Transition & Influence Plan (Paper)
  - 2019/20 Corporate Risk Register (Paper)

### **Background**

3. The 2019/20 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.
4. These documents collectively and comprehensively describe our proposals to utilise and manage the resources available to us over 2019/20 in order to advance our corporate strategy and meet our corporate obligations. They set out how the organisation is preparing for an effective transition to the new national arrangements for public health with greater collaboration across NHS Boards, but also how we plan to continue NHS Health Scotland's core work as planned beyond the vesting date of Public Health Scotland on 1 December 2019.

### **Commentary**

#### **DELIVERY PLAN**

5. Our Delivery Plan 2019/20 (Paper) is structured around the five Strategic Priorities and the Strategic Change Priority set out in our Strategic Framework for Action (SFA). It describes what we specifically plan to do in 2019/20, as well as describing the core functions that will continue to support the delivery of our work. Although we anticipate Public Health Scotland vesting on 1 December 2019, this plan very deliberately sets out our workplan for the full year. This is as agreed with the Scottish Government and is also the approach our colleagues in PHI will be taking.
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, one Strategic Change Commitment 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 2019/20 Delivery Plan.

### **TRANSITION & INFLUENCE PLAN: BUILDING OUR FUTURE**

9. The Transition & Influence Plan (Paper) describes the key actions we plan to take over the next nine months to ensure that the impact of NHS Health Scotland is recognised and that we and our key stakeholders are influential in ensuring that our core work is carried on into Public Health Scotland.
10. The Plan also outlines how we intend to support our staff and stakeholders through the closure of NHS Health Scotland and beginning of Public Health Scotland.
11. The Board is asked to approve the 2019/20 Transition & Influence Plan.

### **WORKFORCE PLAN & WORKFORCE PLANNING ASSUMPTIONS**

12. For the first time, this Delivery Plan fully incorporates our Workforce Plan, which is a pared down plan designed to focus on the important aspects of supporting and engaging with our staff as we transition into Public Health Scotland. The full 2019/20 Workforce Plan was shared as part of the delivery plan in draft with the Board at its meeting on 15 February 2019 and was discussed by the Partnership Forum on the 24 January 2019.
13. It is not yet known whether the Scottish Government Health and Social Care Workforce Division will ask for submission of the Health Scotland's Workforce Plan this year, given the extraordinary year we are in. However, we will complete the required preparations, including the preparation of end of year workforce statistics once these are available, and will submit as requested.
14. We also include the detailed Workforce Planning Assumptions behind the plan and behind the staff budget, which is presented as part of the Finance Plan. The workforce policy and financial planning assumptions were discussed by the Staff Governance Committee on 22 February 2019 and also in partnership with the full Executive Team and staff side colleagues.

### **PROPERTY PLAN**

15. Each year the organisation is asked to submit an update on its Property Assets we propose providing to the Scottish Government Health and Social Care Estates Division.

16. The Board is asked to note this summary of our property management position. This will be submitted, along with usual technical space submissions to the Scottish Government when requested

## **FINANCIAL PLAN & RESOURCE IMPLICATIONS**

17. 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.
18. The Financial Plan sets out our planning assumptions, including contributing to the £15m savings target that has been asked of NHS special Boards. Efficiency savings are the expected contribution towards collaborative working across the National Boards. This was £325k in 2018/29. There will be no additional contribution in 2019/20.
19. Our anticipated operating budget in 2019/20 is c £21m. Full details are included in Paper 13/19b, but this includes a staff budget of £14.713m and a project budget of £3.534m (of which £1.850m is core and £1.684m is non-core).
20. An Operational Planning Review is scheduled for 20 March 2019, 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 2019.
21. The Board is asked to approve the 2019/20 Financial Plan which supports the 2019/20 Delivery Plan.

## **CORPORATE RISK REGISTER**

22. 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. The Board discussed an earlier draft at its meeting on 15 February 2019 and comments have been taken on board.
23. The Board is asked to approve the 2019/20 Corporate Risk Register.

## **REPORTING**

24. 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 for the duration of NHS Health Scotland.

## **Staff Partnership**

25. 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 in the detailed refresh and review of this year's Delivery Commitments and Outputs.

### **Communication and Engagement**

26. The Delivery Plan, Finance Plan and Transition & Influence Plan will be published on our website [www.healthscotland.scot](http://www.healthscotland.scot).
27. We will engage staff in the documents through a variety of means including the office display screens, the Source and Corporate Cascade.

### **Corporate Risk**

28. The 2019/20 Corporate Risk Register and Risk Statement are included in this suite of documents.

### **Promoting Fairness**

29. Our fundamental purpose as Health Scotland in latter years has been to promote fairer health improvement by delivering the strategic priorities described in our SFA and Delivery Plan. We regard this as one of the most important aspects of this organisation's legacy. The Transition & Influence Plan, attached as part of this suite, is designed to make sure that this promoting fairness continues as a key part of Public Health Scotland's future work.

### **Sustainability and Environmental Management**

30. 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**

31. Our plans for 2019/20 take full cognisance of the fact that we start the year as NHS Health Scotland and expect to finish it as part of Public Health Scotland.

### **Action / Recommendations**

32. The Board is asked to approve the attached suite of plans and related documents:
  - Delivery Plan (including Financial Plan, Workforce Planning Assumptions and Property Plan)
  - Transition & Influence Plan
  - Corporate Risk Register

**Cath Denholm**  
**Director of Strategy**

**15 March 2019**