

<b>Meeting:</b>	<b>Public Health Scotland Board</b>
<b>Meeting date:</b>	<b>24 May 2023</b>
<b>Title:</b>	<b>Annual Delivery Plan and Medium-Term Plan</b>
<b>Paper Number:</b>	<b>15-23</b>
<b>Responsible Director</b>	<b>Michael Kellet, Director of Strategy, Governance and Performance</b>
<b>Report Author:</b>	<b>Tim Andrew, Organisational lead</b>

**1. Purpose/action required.**

- 1.1 The purpose of the report is to provide an update and assurance to the Board on the development of an Annual Delivery Plan and Medium-Term Plan in response to guidance issued by Scottish Government to all NHS boards.  
**(Appendix 1)**
- 1.2 The Annual Delivery Plan is scheduled to be submitted to Scottish Government on 8 June 2023 and the Medium-Term Plan on 7 July 2023. Both plans will come to the Board in August for approval.
- 1.3 The Board is asked to note the progress being made and proposal to ensure respective plans are in line with guidance issued by Scottish Government but also Public Health Scotland's approved strategic plan.

## **2. Recommendations**

2.1 Note the requirement to develop an Annual Delivery Plan and Medium-Term Plan and progress in developing the required plans in line with guidance issued by Scottish Government.

## **3. Report summary/key points**

3.1 The Scottish Government issued guidance to territorial and national NHS boards in March 2023 setting out the approach to planning in 2023/24. This requires NHS boards to produce an Annual Delivery Plan for 2023/24 and Medium-Term Plan for 24/26.

3.2 The planning guidance sets out a requirement for NHS boards to describe their contribution to ten national recovery drivers that span across the work of NHS Scotland.

3.3 Unlike previous plans whose timeframes echo financial years, running from April to March, these plans will run from July to June.

3.4 These recovery drivers are intended to support the Scottish Government's ambitions to drive the redesign/renewal and transformation of NHS services and position the health system for the long-term sustainable delivery of healthcare.

3.5 In addition to the Recovery Drivers for all NHS boards, the guidance also includes priorities for Public Health Scotland specific to our role as Scotland's national Public Health Agency.

3.6 We will be preparing detailed plans against the recovery drivers set out in the guidance and prepare draft plans in line with the agreed timescales below:

- Draft Annual Delivery Plan submitted to sponsors on 8 June 2023
- Draft Medium-Term Plan submitted to sponsors on 7 July 2023

3.7 We will share these draft plans with the board for comment. We will bring final plans to the Board in August for approval.

#### **4. Timing**

4.1 This is the first update to the board on planning for 2023/24 since we received the detailed guidance and timelines for developing the Annual Delivery Plan and Medium-Term Plan.

#### **5. Link to corporate objectives**

5.1 This report describes the process to develop an Annual Delivery Plan and Medium-Term Plan which will support delivery of our strategy and corporate objectives.

#### **6. Impact assessment**

6.1 This report describes the process to develop an Annual Delivery Plan and Medium-Term Plan which will support delivery of our strategy and impact on health and wellbeing in Scotland. This report provides an update on planning requirements and respective plans will be subject to Impact Assessment.

#### **7. Risk Assessment**

7.1 Key risks include:

- duplication and confusion if we do not fully align our plans with our agreed strategic plan - we have mitigated this by mapping the Scottish Government's recovery drivers against our strategic plan
- aligning workforce and financial plans with an NHS-wide annual planning cycle that does not synchronise with the financial year – we have sought to avoid any misalignment but nevertheless are monitoring this as a risk and if necessary are prepared to adjust our finance and workforce plans in August/September to realign

## **8. Financial Implications**

- 8.1 We do not anticipate any specific direct financial implications from the normal planning cycle, however as per 6.1 above, we are alert to the possibility of misalignment and are ready to address, if needed.

## **9. Workforce implications**

- 9.1 Like finance, we currently do not anticipate any specific direct workforce implications not currently captured in our workforce plans. However, we per 6.1 above, we are alert to the possibility of misalignment and are ready to address, if needed.

## **10. Climate Emergency and Sustainability Implications**

- 10.1 There are no links with the climate and emergency strategy.

## **11. Governance route and engagement**

- 11.1 This report updates the board on the process to develop an Annual Delivery Plan and Medium-Term Plan which will support delivery of our strategy. It has not previously been discussed or shared with other governance bodies.

## **12 Confirmation of Circulation of Document (open or restricted)**

- 12.1 This is an open paper.

# Appendix 1

## Annual Delivery Plan and Medium-Term Plan Update

### Background

The Scottish Government issued guidance to territorial and national NHS boards in March 2023 setting out the approach to planning in 2023/24. The planning framework is built around the Scottish Government's **Remobilisation, Recovery & Redesign** strategy for the NHS in Scotland and is focused on the 'recovery and renewal' aspect of that strategy.

The planning guidance sets out a requirement for NHS boards to describe their contribution to ten national recovery drivers that span across the work of NHS Scotland. These recovery drivers are intended to support the Scottish Government's ambitions to drive the redesign/renewal and transformation of NHS services and position the health system for the long-term sustainable delivery of healthcare.

The guidance diverges from previous years in that it is more directive and sets out 'commissioned' work for NHS boards to deliver. It aims to create the context for more collaborative commissioning between Scottish Government and National Boards with enhanced co-ordination of commissioning to ensure a coherent set of delivery plans that support the drivers for change across all of NHS Scotland.

It also diverges from custom and practice for planning in NHS Scotland by changing the planning year from July to June instead of the usual April to March (i.e. the financial year). This provides us with a challenge in synchronising with financial and workforce planning.

We have engaged with Scottish Government in preparing guidance to:

- ensure a focus in guidance issued to all NHS boards has a focus on improving population health and reduces health inequalities and
- guidance issued to Public Health Scotland recognises the need to not only work across the NHS but support action spanning the social determinants of health and embed prevention across the wider system.

The Scottish Government has incorporated our feedback into the planning guidance issued to NHS boards, including Public Health Scotland. However, the need to set out our contribution to the national recovery drivers and the redesign/renewal and transformation of NHS services remains a key focus. As such, the planning objectives for all NHS boards in 2023/24 are set out below:

- Make rapid improvements in capacity and sustainability to support system performance through 2023 and in preparation for winter 2023/24
- Make progress in delivering the key ambitions in the NHS Recovery Plan
- Continue innovating and transforming the NHS for the future.

**NHS Recovery Drivers**

The Re-mobilise, Recover, Re-design Framework (RRR) was published on 31 May 2020, and set out the approach for Health Boards to safely and gradually prioritise the resumption of paused services.

In line with the Re-mobilise, Recover, Re-design Framework, the NHS Scotland Delivery Plan sets out how boards can support the transition from recovery into a renewal phase of our health and care services.

The Recovery and Renewal phase is intended to focus on driving delivery at pace, of existing work across NHS Scotland over the next 12-18 months.

An early and urgent focus will be on measures that can be taken to make rapid improvements to capacity and sustainability to support system performance through 2023/24. The Recovery & Renewal phase has 10 Drivers of Recovery which will form the planning focus for both the Annual Delivery Plan and Medium-Term Plan.

1	Improved access to primary and community care to enable earlier intervention and more care to be delivered in the community
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2	Urgent & Unscheduled Care - Provide the Right Care, in the Right Place, at the right time through early consultation, advice and access to alternative pathways, protecting inpatient capacity for those in greatest need
3	Improve the delivery of mental health support and services
4	Recovering and improving the delivery of planned care
5	Delivering the National Cancer Action Plan (Spring 2023-2026)
6	Enhance planning and delivery of the approach to health inequalities
7	Fast track the national adoption of proven innovations which could have a transformative impact on efficiency and patient outcomes
8	Implementation of the Workforce Strategy
9	Optimise use of digital & data technologies in the design and delivery of health and care services for improved patient access
10	Climate Emergency and Environment

The Drivers of Recovery are a NHS Scotland wide focus and National Boards will set out in their Annual Delivery Plan and Medium-Term Plan how they will support the Health and Social care systems recovery and renewal phase directly and indirectly depending on their specific scope and focus and will provide Boards with the opportunity to set their annual plans within a medium-term context.

It is intended that the three-year planning cycle will enable Boards to clearly demonstrate what they are doing, in conjunction with their partners, to increase the pace and scale of change across the health and social care system, with the expectation that activity with the greatest impact is positioned at the heart of Boards' medium-term plans and associated transformation programmes.

In addition to the Medium-Term Recovery Drivers for all NHS boards, the guidance on developing our delivery plan also includes priorities for Public Health Scotland specific to our role as Scotland's national Public Health Agency. These are:

National Medium Term Recovery Priorities - Public Health Scotland	
11	Through the Care and Wellbeing Portfolio, provide public health leadership and expertise to strengthen the focus on evidence-based action, impact, outcomes, reporting, joint accountability, and prevention across the system.

12	Remobilise key health protection services
13	Health and Social Care Statistics

## 5. Our Plan

In Public Health Scotland, we want to see a Scotland where everybody thrives. Specifically, we want to see life expectancy in Scotland start to improve again. We want to see the difference in life expectancy between the poorest and wealthiest areas get smaller. Our role is to lead and support work across Scotland to prevent disease, prolong healthy life and promote health and wellbeing.

We have already defined what we wanted to achieve and how we will do that in our three-year Strategic Plan covering the period from 2022-25. This set out our ambitions for the next three years and includes the actions and impact we aimed to deliver in 2022-2025 in line with our core missions.

- Prevent Disease
- Prolong Health Life
- Promote Healthy and Wellbeing

It will be important in developing our Annual and Medium-Term Plans that we continue to focus on the priorities we have already agreed as part of our strategic plan and continue to focus on those areas where we will see the most significant impact on health.

Therefore, our contribution will increasingly be on ensuring our evidence and knowledge supports NHS recovery and the wider public sector tackle the immediate systems pressures and effectively plan and deliver public services but also how we can ensure the long-term sustainability of those services by increasingly focussing on prevention and driving wider system change and collaboration.

We will bring together our work on the NHS Recovery Drivers as set out above and fully align with work already planned and set out in our three-year strategic plan,



particularly in developing actions to support the recovery priorities for Public Health Scotland.

In doing so, we propose to frame our contribution to the recovery drivers inline with our existing corporate programmes and the priorities set out in our strategic plan, fully aligned in line with our core missions.

### **Progress to Date**

The planning guidance from Scottish Government was issued to Heads of Service/ Programme leads in March 2023 alongside a planning template incorporating the recovery drivers and 'commissions' from Scottish Government to be completed by 5 May.

Our initial analysis has confirmed more than three hundred 'deliverables' have been put forward by teams in response to the 'commissions' detailed in the guidance and against the respective recovery drivers.

Planning is in the process of assessing returns and undertaking a gap analysis to ensure deliverables are fully aligned with the activity set out in the guidance, are in line with our strategic delivery plan and effectively position Public Health Scotland's work to support system wide reform including:

- Protecting investment in the building blocks of health on the socio-economic drivers.
- Making the case for long-term investment in prevention, recognising that every sector has a role to play in improving population health; and
- Supporting sustained collaboration through opportunities such as the review of the National Performance Framework; the renewed national and local government partnership; measuring what matters; and stronger accountability to outcomes.

### **Next Steps**

We are working with teams over the coming weeks to prepare detailed plans against the recovery drivers outlined above and ensure we can meet the timescales to return draft plans as set out below:

- Draft Annual Delivery Plan submitted to sponsors on 8 June 2023
- Draft Medium-Term Plan submitted to sponsors on 7 July 2023

We will share these draft plans with the board for comment and bring a final Annual Delivery Plan and Medium-Term Plan to the August Board meeting for approval.