

NHS Board
30 March 2022

Lanarkshire NHS Board
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SUBJECT: INTERIM 2022/23 CORPORATE OBJECTIVES

1. PURPOSE

This paper is coming to the NHS Board

For approval	<input checked="" type="checkbox"/>	For Assurance	<input type="checkbox"/>	For Noting	<input type="checkbox"/>
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The Board is asked to consider for approval the Interim 2022/23 Corporate Objectives.

2. ROUTE TO THE NHS BOARD

This paper has been:

Prepared	<input type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input type="checkbox"/>
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by the Corporate Management Team on 21st March 2022.

3. SUMMARY OF KEY ISSUES

3.1 Response to and Management of COVID-19

NHS Lanarkshire has been on an emergency footing since March 2020 and has continued to operate in exceptional circumstances throughout 2021/22. Covid-19 has had a significant impact and NHS Lanarkshire remains at code Black due to the ongoing pressures on staff and services.

3.2 Interim Corporate Objectives 2022/23

Background

The Corporate Objectives are developed each year by CMT and signed off by the Lanarkshire NHS Board. They identify the critical areas of business that must be delivered on time and to standard during the forthcoming year. The Corporate Objectives provide the high-level description of each area, with more specific detail being set out in the cascade down through divisional, team and personal objectives.

Due to the uncertainties associated with the global pandemic, the normal process of approving 2021/22 Corporate Objectives was paused to consider and reflect on the pressures facing local systems.

When considering the development of Corporate Objectives for 2022/23, it was recognised that many uncertainties remain with respect to the ongoing and future impact of the global Covid-19 pandemic. NHS Lanarkshire is committed to maximising a successful and sustained recovery of services as quickly as possible. However, the impact of Covid-19 and non-Covid demands on the service in recent months has contributed to a significant deterioration in our planning assumptions. As such, the scope of our Corporate Objectives is limited in terms of our ability to accurately assess how the whole system can address the ongoing challenges of responding to the pandemic and how quickly the remobilisation process can take effect.

The Scottish Government is currently developing guidance for a 3-year integrated plan (currently being called the *Medium Term Plan*) which will replace the previous Annual Operational Plan and Remobilisation Plan approaches. It is anticipated that guidance for the *Medium Term Plan* will be issued late March/early April with a submission date of July. This is likely to include detailed proposals in relation to the development of trajectories for recovery. As such, the Corporate Objective template at Annex 1 is regarded as interim, with a key focus on the standing up of services.

It is the intention that the Corporate Objectives template will be re-visited in-year to reflect the aspirations published in the new *Medium Term Plan*.

Development

A CMT development session took place on 10th February 2022 to consider a “paired-down” Interim Corporate Objectives template. It was agreed that only high-level objectives should be reflected within the template under a new set of Corporate Objective categories. The draft template was then shared with the February PPRC to provide an insight into the current direction of travel and offer an opportunity for early discussion.

The Interim 2022/23 Corporate Objectives template attached as Annex 1 reflects the output from the CMT development session and discussions from the February PPRC meeting. As noted above, these Corporate Objectives should be regarded as interim as they will be re-visited in-year and revised as necessary to reflect the aspirations in the *Medium Term Plan*.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input checked="" type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
Government directive	<input checked="" type="checkbox"/>	Statutory requirement	<input checked="" type="checkbox"/>	AHF/local policy	<input checked="" type="checkbox"/>
Urgent operational issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

The Corporate Objectives are reviewed at half year and year end points, and operational work towards achieving the objectives will use various improvement measures to secure delivery.

7. FINANCIAL IMPLICATIONS

The Financial Plan for 2022/23 is submitted separately to the NHS Board and to Scottish Government and confirms the Board's commitment to operate within the financial parameters agreed with the Scottish Government.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The risk in relation to the delivery of the Corporate Objectives in a resource-constrained environment will be managed and mitigated through the maintenance of robust systems of performance management and reporting at operational, corporate, Governance Committee and NHS Board level.

The risk around delivering financial balance is included in the Corporate Risk Register, and will be maintained under regular review as the business year progresses. Individual efficiency savings schemes are subject to Service Impact Risk Assessment, with a particular focus on those assessed as High risk.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision & leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance & accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	<input checked="" type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>				

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

Has an E&D Impact Assessment has been completed?

Yes
No

This is a business performance report, not a proposal for change or development.

11. CONSULTATION AND ENGAGEMENT

This is a business performance report, not a proposal for change or development.

12. ACTIONS FOR THE NHS BOARD

The NHS Board are asked to:

Approve	<input checked="" type="checkbox"/>	Gain Assurance	<input type="checkbox"/>	Note	<input type="checkbox"/>
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1. approve the Interim 2022/23 Corporate Objectives;
2. note the intention to review and revise the Corporate Objective template (as necessary) in-year; and
3. note that mid-year and year-end progress reports will be prepared.

13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact;

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