

Meeting of:
NHS Board
31ST May 2023

Lanarkshire NHS Board
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SUBJECT: CORPORATE OBJECTIVES 2023/24

1. PURPOSE

This paper is coming to the Board:

For approval	<input checked="" type="checkbox"/>	For Assurance	<input type="checkbox"/>	For Information	<input type="checkbox"/>
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The NHS Board is asked to approve the Corporate Objectives for 2023/24.

2. ROUTE TO THE BOARD

This paper has been prepared by Roslyn Rafferty, Head of Strategy & Performance, following discussions with CMT.

3. SUMMARY OF KEY ISSUES

3.1 2023/24 Corporate Objectives

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 strategic ambition within each area, with more specific detail being set out in the cascade down through divisional, team and personal objectives.

A corporate objective is a specific, measurable target by which we can deliver our overall corporate aims as these relate to NHSL as a whole. A good objective has SMART characteristics: Specific, Measurable, Achievable, Realistic, and Time-specific.

For 2021/22 the process was paused to consider and reflect on the pressures facing local systems, and for 2022/23 a “paired-down” approach was introduced reflecting remaining uncertainties across the system.

Development

A more streamlined approach has been adopted for the development of the 2023/24 Corporate Objectives, with individual workstreams grouped into strategic themes, rather than having a large

number of very specific objectives as was the case previously. The detail of specific objectives/deliverables will be realised through the CMT member’s personal objectives which will be further developed into measurable project/work plans. The content of Corporate Objectives has also been reviewed alongside our ADP requirements to ensure that these are better aligned.

The 2023/24 Corporate Objectives template has four categories.

- **Better Health - Improve health & wellbeing and address inequalities**
Establish evidence informed outcomes and objectives that improve the health and wellbeing of our population, address health inequalities and reduce the environmental impact of climate change on population health.
- **Better Care – Transforming to improve our services**
Redesigning and transforming across the whole system to improve access, outcomes, patient experience and to deliver resilient and sustainable health care.
- **Better Value - Deliver value & sustainability**
Provide effective planning that supports financial sustainability, balances budgets, provides value and ensures effective use of resources.
- **Better Workplace - Improve staff experience & wellbeing**
Create a workplace that promotes health and wellbeing, implementing programmes that impact positively on the lives of our workforce, reflect the value we place on them, enhance engagement, and build resilience.

Next Steps

Progress against Corporate Objectives is monitored twice yearly, at mid-year and at year end. Progress reports are submitted to the Planning, Performance & Resources Committee. Following approval by the Board, a high level summary of our approach to Corporate Objectives 2023/24 will be placed on our public website.

The Board is asked to consider for approval the 2023/24 Corporate Objectives. This can be found at Appendix 1.

4. STRATEGIC CONTEXT

This paper links to the following:

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

Measures for improvement are set out in detail in the individual personal objectives that cascade from these Corporate Objectives.

7. FINANCIAL IMPLICATIONS

The Financial Plan for 2023/24 is submitted separately to the NHS Board and to Scottish Government and confirms the Board’s commitment to operate within planned financial parameters agreed in partnership with SG, supporting sustainability and delivering value for money. This is also reflected as a key deliverable in the Corporate Objectives.

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 operating within planned financial parameters agreed in partnership with SG is included in the Corporate Risk Register, and will be maintained under regular review as the business year progresses. A programme to look for sustainability and value across all our expenditure is running to secure the forecast savings and explore where the remaining savings could come from.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

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

10. EQUALITY IMPACT ASSESSMENT / FAIRER SCOTLAND DUTY

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

11. CONSULTATION AND ENGAGEMENT

The Corporate Objectives have been produced by and on behalf of the Corporate Management Team and were subject to review by the Corporate Management Team during March and April 2023, and by Board members ahead of the Board Development Session on 17th May 2023.

12. ACTIONS FOR THE BOARD

The Board is asked to:

Approve	<input checked="" type="checkbox"/>	Accept the assurance provided	<input type="checkbox"/>	Note the information provided	<input type="checkbox"/>
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The Board is asked to:

- approve the 2023/24 Corporate Objectives; and
- note that the 2023/24 Corporate Objectives mid-year and year-end progress reports will be prepared for consideration by the PPRC.

13. FURTHER INFORMATION

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

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