

NHS Lanarkshire

Meeting: NHS Lanarkshire Board

Meeting date: 29 May 2025

Title: 2025-26 Delivery Plan – Delivering Our Health Together

Responsible Executive: Colin Lauder, DCE and Director of PPP

Report Author: Roslyn Rafferty, Head of Strategy & Performance

1 Purpose

This report is presented to the Board for:

Discussion	<input type="checkbox"/>
Decision	<input checked="" type="checkbox"/>
Assurance	<input type="checkbox"/>

This report relates to a:

Local Policy	<input checked="" type="checkbox"/>
Government Policy	<input checked="" type="checkbox"/>
Urgent Operational Issue	<input type="checkbox"/>

This report aligns to the following NHS Scotland quality ambition(s):

Safe	<input checked="" type="checkbox"/>
Effective	<input checked="" type="checkbox"/>
Person Centred	<input checked="" type="checkbox"/>

This report relates to the following Corporate Objectives:

Better Health	<input checked="" type="checkbox"/>
Better Care	<input checked="" type="checkbox"/>
Better Value	<input checked="" type="checkbox"/>
Better Workforce	<input checked="" type="checkbox"/>

2 Report Summary

2.1 Situation

This report seeks Board approval of the 2025/26 Delivery Plan – Delivering Our Health Together.

2.2 Background

NHS Lanarkshire's 2025/26 Delivery Plan (DP) was developed in response to the Scottish Government's guidance issued in December 2024. Development of the plan was co-ordinated between January and March 2025 with involvement from members of the Corporate Management Team and other key stakeholders.

The draft Delivery Plan was shared for consideration at the Board seminar on 27th February 2025 and Executive Director's Group (EDG) on 17th March 2025. In line with guidance, a final draft was submitted to the Scottish Government on 21st March 2025.

A formal letter of response from Scottish Government (SG) was received on 16th May 2025. Specifically:

- The response welcomed the approach being taken by NHS Lanarkshire to develop service delivery and financial planning in an integrated way, ensuring that patient safety and front-line services are appropriately prioritised whilst working within agreed budgets.
- In particular, SG was pleased to note that the Delivery Plan set out how NHS Lanarkshire's reform agenda aligns with the national reform and renewal programme, and that local planning over the next year will be shaped by the Operational Improvement Plan (OIP), Population Health Framework and Service Renewal Framework.
- SG recognised the ongoing challenges and acknowledged that planning is currently set within a landscape of uncertainty and risk. As such it was stressed that our plan must remain dynamic and responsive to the fluid environment.

SG approval of the plan is contingent upon the understanding that NHS Lanarkshire continues to work closely with the Scottish Government (SG) around its delivery and implementation over the coming year. In this respect our operational teams continue to engage and work closely with the various policy teams.

SG have advised that, as the DP met requirements and provided appropriate assurance, the draft plan could now be considered through local governance processes. The Board is asked to consider the 2025/26 Delivery Plan for approval.

2.3 Assessment

The Delivery Plan (DP) reflects our transform and reform priorities which align with the Board's Finance, Workforce and Quality plans and incorporate the national Health and Social Care reform ambitions. The DP responds to **80 prescribed 'Planning Priorities' across 13 'Delivery Areas'** aligned with Scottish Government (SG) policy team priorities. The actions and trajectories within our Plan are dynamic and will continue to develop responding to future SG requests or changes in local circumstances.

The draft DP was developed over January to March 2025 and, at the time of submission, the outcome from NHS Lanarkshire’s Operational Improvement Plan bid was unknown. This position was reflected in the draft with a commitment to update any actions/trajectories which would be impacted should additional funding be allocated. Following confirmation of additional funding, the relevant TTG and NOP trajectories have now been updated in the final version of the Delivery Plan presented to Board.

The Scottish Government’s formal response letter included an appendix providing a detailed analysis of the DP and this has been shared with relevant Directors for noting/actioning as appropriate.

Progress Reporting

For 2024/25 the Scottish Government used individual Board’s routine performance reports, prepared for local governance and assurance, to meet Board’s DP reporting requirements. We submitted the Integrated Performance & Quality Report (IPQR) on a quarterly basis to SG as a mechanism to reflect progress on the 2024/25 Delivery Plan. SG has indicated that this approach will continue in 2025/26.

In relation to local governance, we will undertake an analysis of the governance routes for reporting on the actions reflected in the DP to provide assurance to the Board.

The Board is asked to consider for approval the 2025/26 Delivery Plan at Appendix 1.

2.3.1 Quality/ Patient Care Assessment

The Delivery Plan provides details of a number of risks and any implications arising will be identified and approved prior to implementation.

2.3.2 Workforce Assessment

The Delivery Plan provides details of risks and planned developments that may impact our workforce. Any implications arising will be identified and addressed as part of the implementation planning process.

2.3.3 Financial Assessment

The Delivery Plan provides details of a number of risks, including financial. Any implications arising will be identified and approved prior to implementation.

2.3.4 Risk Assessment/Management

Development and agreement of the Delivery Plan includes an assessment of risk and management implications for each deliverable.

2.3.5 Equality and Diversity / Fairer Scotland Duty Impact Assessment (including health inequalities)

Has an E&D /FSD Impact Assessment been completed?

Yes
No

Equality and Diversity implications will be assessed with individual EQIA's completed, where appropriate, as part of the planning process associated with delivery of the actions noted within the Delivery Plan.

2.3.6 Other Issues

No other issues require to be noted.

2.3.7 Communication, Involvement, Engagement and Consultation

The 2025/26 Delivery Plan was prepared using information provided by Executive Directors, shared for discussion at a Board Seminar and reviewed by EDG prior to submission to the Scottish Government.

2.3.8 Route to the Meeting

The Delivery Plan was considered at EDG on 17 March 2025 and developed using information provided by Executive Directors.

2.4 Recommendation

Approval

The Board is asked to consider for approval the 2025/26 Delivery Plan.

3 List of Appendices

The following appendix accompany this paper:

- Appendix 1 – 2025-26 Delivery Plan – Delivering Our Health Together