

Meeting of:
NHS Board
30th August 2023

Lanarkshire NHS Board
Kirklands
Fallside Road
Bothwell
G71 8BB
Telephone: 01698 855500
www.nhslanarkshire.scot.nhs.uk



SUBJECT: 2022/23 CORPORATE OBJECTIVES YEAR-END REPORT

1. PURPOSE

This paper is coming to the Board:

For approval	<input type="checkbox"/>	For Assurance	<input type="checkbox"/>	For Information	<input checked="" type="checkbox"/>
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The NHS Board is asked to note the 2022/23 Corporate Objectives Year-End report.

2. ROUTE TO THE BOARD

This paper has been prepared by Roslyn Rafferty, Head of Strategy & Performance and the CMT during July and August, and reviewed by the Corporate Management Team on 21st August 2023.

3. SUMMARY OF KEY ISSUES

3.1 2022/23 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.

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.

The 2022/23 Corporate Objectives were approved at the March 2022 Board meeting and a Mid-Year progress report was considered by the PPRC in November 2022.

3.2 Objectives, Actions and Coding System

For the **Year-End** report, objectives can only be Blue - Achieved or Red – Not Achieved as there is no more time left for recovery. Only those objectives where data is in arrears (year-end

position is as yet not known) or where the target (project) straddles more than one year can be rated as Amber or Green. (A different coding system is used for the **Mid-Year** report).

3.3 Analysis of Results

The reported position as at 31 March 2023 is as follows:

Corporate Objectives Section:		RAG Status of Objectives				
		Blue	Green	Amber	Red	Total
1	Pandemic Response & Corporate Resilience - Respond to the pandemic to ensure resilience and provide a safe environment and interventions that minimise the risk of injury or harm to our patients and staff	6	0	0	4	10
2	Recovery of Services - Remobilise and recover services to re-establish timely and accessible health and social care to all parts of the community we serve	6	1	0	3	10
3	Workforce - Ensure we have a diverse, flexible and appropriately trained workforce in place that delivers high quality care that meets the needs of NHS Lanarkshire's population	2	0	1	0	3
4	Development of Our Health Together - Work in partnership to deliver 'Our Health Together' realising our strategic ambition to modernise and continuously improve care, engaging with our patients, partners and workforce to ensure health and social care services are sustainable, focused on prevention and early intervention and continue to meet their needs	9	1	5	2	17
5	Equalities & Inequalities - Establish NHSL as an Anchor organisation, working with partners to tackle socio-economic disadvantage and reduce inequalities and ill health that are associated with being disadvantaged	4	0	1	0	5
6	Maximising Staff Wellbeing - Promote 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	2	0	0	1	3
7	Addressing the Challenges of Sustainability and Climate Change - To work towards delivery of net zero health and social care services, responding to climate change while delivering efficient, low carbon patient focused care	5	0	1	1	7
8	Financial Sustainability - Provide effective financial planning that supports financial sustainability, balances budgets and provides value	3	0	0	0	3
Total		37	2	8	11	58
%		64%	3%	14%	19%	100%

3.5 Conclusions

Thus, from a total of 58 objectives, 37 (64%) were achieved at the year end, with 11 (19%) not achieved. A further 10 (17%) objectives were rated green or amber, where the target straddles more than one year.

The Board is asked to note the 2022/23 Corporate Objectives Year-End report. 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 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.

12. ACTIONS FOR THE BOARD

The Board is asked to:

Approve	<input type="checkbox"/>	Accept the assurance provided	<input type="checkbox"/>	Note the information provided	<input checked="" type="checkbox"/>
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The Board is asked to note the 2022/23 Corporate Objectives Year-End report.

13. FURTHER INFORMATION

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

Roslyn Rafferty, Head of Strategy & Performance

Colin Lauder
Director of Planning, Property & Performance

APPENDIX 1 **2022/23 Corporate Objectives Year-End Report**
(separate excel document)