# NHS Golden Jubilee

### **Meeting:** **NHS Golden Jubilee Board**

### **Meeting date:** **27 November 2025**

### **Title:** **Whole Systems Infrastructure Planning Update**

### **Responsible Executive:** Executive Director of Transformation, Strategy, Planning and Performance**; Executive Director of Finance**

Report Author: **Executive Director of Transformation, Strategy,**   **Planning and Performance**

## 1 Purpose

This is presented to NHS Golden Jubilee Board for:

### Approval

### This report relates to a:

* Government policy/directive
* Legal requirement
* Local policy
* NHS Board

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

* Safe
* Effective
* Person Centred

**This aligns to the following NHSGJ Corporate Objectives:**

* Leadership, Strategy and Risk
* Facilities Expansion and Use

## 2 Report summary

## 2.1 Situation

NHS Golden Jubilee is preparing to engage with the Strategic Assessment (SA) process as part of the Scottish Capital Investment Manual (SCIM) framework for major infrastructure investment. This process is a prerequisite for accessing capital funding from the Scottish Government’s Capital Investment Group (CIG) and is designed to support long-term (20-30 years) service transformation aligned with national strategic priorities. The SA process is now live, and Boards are expected to submit up to three priority proposals between 2026 and early 2027.

This paper provides an update on the SA process, outlines the strategic context, and sets out the immediate actions required to ensure NHS Golden Jubilee is positioned to submit high-quality, strategically aligned proposals.

## 2.2 Background

The SA process is governed by SCIM and is intended for infrastructure proposals with a minimum capital value of £10 million. It aligns with key national frameworks including:

* Service Renewal Framework 2025–2035
* Population Health Framework 2025–2035

The SA differs significantly from Business Continuity Planning (BCP), which focuses on short-term operational resilience. SA is strategic in nature, focusing on transformation, service planning, and infrastructure renewal. Each NHS Board is permitted to submit a maximum of three SA proposals, which must be internally governed and demonstrate alignment with national priorities.

The SA template is structured around seven thematic areas:

1. Project Fundamentals
2. Strategic Connection
3. Service Intent
4. Infrastructure Intent
5. Local Community Intent
6. Environmental Impact
7. Financial Context

NHS Assure and the Scottish Government have already provided a support and guidance session attended by a multi-disciplinary group of NHS Golden Jubilee senior leads.

**Support Session Overview (10 September 2025)**

As part of the national rollout of the Strategic Assessment (SA) process, NHS Golden Jubilee participated in a dedicated support session hosted by NHS Scotland Assure and Buchan Associates, Healthcare Planners. The session provided critical insights into the SA framework, expectations for submission, and the strategic alignment required for successful proposals.

Key takeaways included:

* Clarification of the four-phase SA process: Development, Submission, Review, and Pending Commitment.
* Emphasis on the strategic nature of SA compared to Business Continuity Planning (BCP), with a focus on long-term transformation and service planning.
* Guidance on using the standard SA template, combining narrative and evidence-based inputs.
* Advice on internal feasibility work which is permitted and some restrictions on external consultancy at this stage.
* Recommendations to:
  + Consider re-use of the BCP risk matrix for prioritisation.
  + Align proposals with Scottish Government strategic intent.
  + Maintain a prioritisation decision log to support transparency and governance.

The in-depth and comprehensive nature of the session has highlighted a need for clarity around roles and responsibilities within the Golden Jubilee. The creation of a visual planning framework, it was suggested, may be useful to distinguish between Planning and Estates functions, clarify accountability and to support Executive Directors in understanding their oversight roles.

This session directly informed the next steps for NHS Golden Jubilee and reinforced the need for proactive internal coordination and strategic engagement.

## 2.3 Assessment

The SA process comprises four key phases:

**Development Phase**

* Led by multidisciplinary teams.
* Requires alignment with strategic priorities and use of the standard SA template.
* Combines qualitative narrative with quantitative evidence.

**Submission Phase**

* Boards submit up to three local priorities.
* National/sub-national programmes (e.g., Service Renewal collaborations) are exempt.
* Submissions accepted throughout 2026– March 2027.
* Initial prioritisation decisions expected post-31 March 2027.

**Review Phase**

* CIG assesses proposals based on:
  + Strategic alignment
  + Service impact
  + Infrastructure resilience
  + Population health outcomes
  + Value for money

**Pending Commitment Phase**

* Successful proposals are longlisted for funding.
* Only selected projects proceed to Outline Business Case stage.

**Key Considerations**

* Service Intent: Focus on high-level service delivery concepts, not infrastructure detail.
* Infrastructure Intent: Emphasis on condition, service impact, and investment hierarchy (e.g., reuse of assets, alternatives to new builds).
* Community Impact: Socio-economic benefits and demographic projections.
* Environmental Impact: Sustainability measures and climate considerations.
* Financial Context: Capital estimates (e.g., £10–50m) and revenue implications.

Boards are encouraged to use existing data and internal Board resources for example in undertaking initial local feasibility work as required. External consultancy may be an option at later stages in the process. Prioritisation should be informed by the BCP risk matrix and aligned with Scottish Government strategic intent.

**2.3.1 Next Steps & Actions**

1. **Confirm Learning Network Membership**
   1. The NHS Golden Jubilee is enrolled in the Learning Network for ongoing support and peer collaboration.
2. **Planning lead responsibility for WSIP**
   1. The Planning function assumes lead responsibility on WSIP (non-BCP) previously led by the Director of Facilities and Capital Projects and is forming a collaborative working relationship with NHS Assure.
3. **Establish Internal Governance**
   1. Set up a governance structure to review and approve SA proposals.
   2. Ensure multidisciplinary input and alignment with strategic priorities.
   3. ELT will oversee the proposal development and support approval via relevant Board committees.
4. **Initiate Prioritisation Process**
   1. Use the baseline of the BCP risk matrix and strategic alignment criteria to identify top three proposals.
   2. Maintain a prioritisation decision log as recommended by Buchan Associates.
5. **Prepare for SA Template Completion**
   1. Begin drafting SA submissions using the standard template, ensuring multidisciplinary input and alignment with strategic priorities. SA proposals will be informed via the Board Strategy Delivery Planning process already underway.
   2. Focus first on defining service delivery models, then set out the supporting infrastructure needs. Ensure each proposal demonstrates strategic alignment.
6. **Engage with NHS Assure**
   1. Continue liaising with colleagues at NHS Assure as the key conduit to the Scottish Government.
   2. Seek feedback and guidance on proposal development.

### 2.3.2 Quality/ Patient Care

No direct impact – progress monitoring.

### 2.3.3 Workforce

No direct impact – progress monitoring.

### 2.3.4 Financial

No immediate impact. However, proposals developed through the SA process will carry potential future capital values in the range of £10-50m and associated revenue implications. These will require ongoing monitoring and governance.

### 2.3.5 Risk Assessment/Management

Risks will be assessed and managed locally within lead divisions/departments. Where necessary risks will be escalated through existing risk escalation hierarchy.

Key potential risks include:

* Failure to submit by 2026-27 deadlines
* Weak internal governance leading to under-developed proposals
* Misalignment with national frameworks

Mitigations: Establishment of internal governance structure, consideration of re-use of BCP risk matrix for prioritisation, and ongoing engagement with NHS Assure.

### 2.3.6 Equality and Diversity, including health inequalities

An impact assessment has not been completed as the SA process is still being developed.

Developments or changes to service delivery will be subject to EQIA at service level. EQIA requirements will be embedded in the governance process for each proposal.

**2.3.7** **Climate Emergency and Sustainability**

No direct impact- environmental impact is considered during the SA development process.

**2.3.8** **Communication, involvement, engagement and consultation**

* NHS Assure WSIP Support Session for Executives - 10 September 2025

### 2.3.9 Route to the Meeting

Updates has previously been considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

* ELT 26 August 2025
* NHS Assure WSIP Support Session for Executives - 10 September 2025
* ELT 7 October 2025
* Finance and Performance Committee, 11 November 2025

## 2.4 Recommendation

* NHS Golden Jubilee Board is asked to approve the Whole System Infrastructure Planning Update including:
  + Note the strategic importance of the SA process.
  + Endorse the internal governance arrangements, as they stand currently, required to support submission.
  + Support the development and prioritisation of proposals aligned with national frameworks.
  + Agree initial prioritisation uses the BCP risk matrix as well as maintaining a decision log.
  + Endorsing any initial drafting of SA submissions is focused on service models, infrastructure needs, and strategic alignment.
  + Concur with continued engagement with NHS Assure for feedback and guidance.