



# NHS Golden Jubilee

<b>Meeting:</b>	<b>NHS Golden Jubilee Board</b>
<b>Meeting date:</b>	<b>28 May 2026</b>
<b>Title:</b>	<b>CfSD Core Programme Update</b>
<b>Responsible Executive/Non-Executive:</b>	<b>Katie Cuthbertson, National Director, CfSD</b>
<b>Report Author:</b>	<b>Russell Scott, Head of Strategic Planning and Programme Management Office, CfSD</b>

## 1 Purpose

This is presented to NHS GJ Board for:

- Awareness
- Discussion

**This report relates to a:**

- CfSD Annual Work Plan and NHSGJ Annual Delivery Plan

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

- Safe
- Effective
- Person Centred

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

- High Performing Organisation

## 2 Report summary

### 2.1 Situation

The Centre for Sustainable Delivery (CfSD) continues to deliver its vision and strategic priorities for supporting a streamlined and joined up approach to transforming, redesigning and reforming health services across NHS Scotland.

All CfSD programmes are continuing to deliver in line with their annual workplan and national priorities set out by the Scottish Government. The NHSGJ Executive Leadership Team are asked to note the prepared assurance statement for the Strategic Portfolio Governance Committee (SPGC) around the progress made over Q3 and Q4 of the

2025/26 financial year and comment on any areas accordingly whilst recognising the high level risks and issues.

## 2.2 Background

The Centre for Sustainable Delivery (CfSD) is designed to play a key role in the renewal and reform of NHS Scotland. This includes helping to support improvements in planned and unscheduled care, increase capacity, reduce unnecessary demand, embed new technological innovations and ways of working and ensure long-term sustainability.

The CfSD annual workplan for 2025/2026 was based on supporting eight key strategic priorities as shown below. Work is currently underway in developing the CfSD 2026/2027 annual workplan.

<b>Quality and Efficiency</b>	CfSD supports the delivery of effective, safe, and patient-centred care. We work with boards to maximise capacity, reduce unnecessary demand, and ensure patients are treated by the right clinician, in the right setting, at the right time.
<b>Implementing sustainable solutions</b>	We support boards to implement long-term, sustainable services across NHS Scotland. This includes redesigning models of care, promoting best practice and implementing national care pathways.
<b>Supporting Workforce</b>	CfSD helps support the transformation and sustainability of healthcare roles. This includes identifying and maximising opportunities for staff upskilling and new ways of working.
<b>Driving Health Technology &amp; Innovation</b>	We play a key role in driving the assessment and implementation of technological innovations to address complex health challenges across NHS Scotland.
<b>Stakeholder Engagement &amp; Collaboration</b>	CfSD will develop strong working partnerships with a wide range of organisations. This includes territorial and national boards, primary care, the third sector, commercial organisations, and multiple Scottish Government directorates.
<b>Data &amp; Evidence</b>	CfSD is a data-led and evidence-driven organisation. We work with Public Health Scotland and territorial boards to analyse and utilise management information to support service redesign and improvement work across Scotland.
<b>National Reporting &amp; Strategic Oversight</b>	We directly support the Scottish Government to oversee and monitor board improvement activity and the implementation of national strategic plans. This enables the Scottish Government to support improvement, identify issues, and ensure accountability.
<b>Planetary Health</b>	CfSD supports the aims set out in the NHS Scotland Climate Emergency and Sustainability strategy. We led on the delivery of changes to policy and practice in line to reduce the environmental impact of healthcare delivery on planetary health.

## 2.3 Assessment

As assessment has been prepared and developed for the Strategic Portfolio Governance Committee (SPGC) on significant key activity across the CfSD Programmes covering Q3 and Q4 of the 2025/2026 financial year, which is contained within the CfSD SPGC Assurance Statement (Appendix A).

### 2.3.1 Quality/ Patient Care

The CfSD annual workplan directly supports the ambitions of Scottish Government Health and Social Care Reform portfolio and alignment with key NHS Scotland publications including Health and Social Care Service Renewal Framework 2025-2035, NHS Scotland Operational Improvement Plan 2025/2026, Scotland's Population Health Framework 2025-2035, and Elective Care Transformation (2025-2035).

### 2.3.2 Workforce

The CfSD annual workplan will be managed within the overall CfSD staffing complement. Staff will be managed and supported in line with existing NHS Golden Jubilee policies.

### 2.3.3 Financial

The CfSD annual workplan will be managed within the existing CfSD budget. However are awaiting the formal commissioning letter from Scottish Government pertaining to the 2026/27 budget allocation.

### 2.3.4 Equality and Diversity, including health inequalities

Where necessary, Equality Impact Assessments will be completed in line with existing GJ processes.

In the majority of cases, where the CfSD will be supporting other Boards to undertake improvement work, the CfSD staff will provide advice to the other Boards about ensuring they meet their equalities obligations.

### 2.3.5 Climate Emergency and Sustainability

The CfSD includes the NHS Green Healthcare Scotland, which plays a key role in supporting the NHS Scotland Climate Emergency and Sustainability Strategy.

### 2.3.6 Communication, involvement, engagement and consultation

Tailored plans for individual projects and workstreams are developed when appropriate. In addition, the CfSD annual workplan highlights key areas of consultation, engagement and communication.

### 2.3.7 Route to the Meeting

This report has been signed off by the CfSD National Director and shared with the CfSD Senior Leadership Team on the 22 April 2026. This paper has also been presented to the Executive Leadership Team and the Strategic Portfolio Governance Committee on 7 May 2026.

## 2.4 Recommendation

- **Discussion** – Examine and consider the implications of the CfSD Update.

### **3 List of appendices**

The following appendices are included with this report:

- Appendix A Paper 3.5.2a CfSD SPGC Assurance Statement