

NHS Golden Jubilee



Meeting: NHS Golden Jubilee Board
Meeting date: 27 August 2026
Title: Annual Delivery Plan 2025/2026 Quarter 5 Update
Responsible Executive/Non-Executive: Carole Anderson – Executive Director of Transformation and Strategy
Report Author: Zaid Tariq – Deputy Director of Quality, Performance, Planning and Programmes
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1 Purpose

This is presented to the Board for:

Assurance	☐	Awareness	☐
Decision	☒	Discussion	☒

This report relates to a:

Annual Delivery Plan	☒	Local Policy	☐
Emerging Issue	☐	NHS / IJB Strategy or Direction	☐
Government Policy or Directive	☐	Other	☐
Legal Requirement	☐		

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

Safe	☒	Effective	☒
Person-Centred	☒		

Please select the level of assurance you feel this report provides to the board/committee and briefly explain why:

Significant	☒	Moderate	☐
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Limited	☐	No Assurance* / Not Yet Assessed* (*delete)	☐
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Comment: This paper provides a significant level of assurance. The NHS Golden Jubilee (NHS GJ) Annual Delivery Plan (ADP) 2025/2026 Q5 Delivery Planning Template (DPT) demonstrates the Board's progress against priority actions that effectively support the reform and ongoing recovery of Scotland's health service, in line with Scottish Government (SG) Planning Guidance which is structured around the following 5 priorities:

- Planned Care
- Urgent and Unscheduled Care
- Cancer Improvement
- Sustainable Services
- National Programmes – Business Services & Systems, eRostering, National Green Theatres, Theatre Scheduling, National Endoscopy Programme

From the list below, please select which Board Priority this paper relates to. If none of the priorities suit, please select other and briefly explain why this paper needs to be reviewed at Board/Committee:

Service Sustainability	✓	Financial Sustainability	✓
Workforce Sustainability	✓	Environmental Sustainability	✓
Quality and Safety	✓	Population Health and Health Inequalities	✓
Other	☐		

Comment: This paper provides assurance that progress against a range of ADP deliverables, representing the breadth of activity across the organisation, is under active surveillance.

2 Report summary

2.1 Situation

This paper seeks agreement and approval from the Committee for NHS GJ's ADP 2025/2026 Quarter 5 (Q5) Update.

The following documentation will be submitted through agreed governance routes:

- NHS GJ ADP Delivery Planning Template (DPT) Q5 Review Note
- NHS GJ ADP DPT 2025/2026
- Centre for Sustainable Delivery (CfSD) ADP Assurance Statement Q1 2026/2027
- NHS Scotland Academy ADP 2026/2027 Q1 (Draft)

2.2 Background

This Q5 report will be the last ADP report in this format and represents the formal closure of reporting of the 2025/2026 ADP. A new Delivery Plan for 2026/2027 is in production, which will accompany the Annual Activity and Board Financial Plans and will reflect both NHS GJ and national operational priorities. As there has been no formal ADP commission for 2026/2027, Boards are able to adopt their own annual planning approach. Our intention is to move away from traditional quarterly ADP reporting towards a more streamlined, narrative-based approach supported by clear, existing governance arrangements. This is designed to reduce duplication of reported information and use established governance structures to provide assurance.

In terms of operational performance, as a central part of our Accountability Framework, monthly Confirm & Challenge (C&C) meetings will operate the primary operational governance mechanism, and producing data and information which has been subject to ELT scrutiny. The key outputs from the C&C process will form the basis of reporting to ELT, Finance and Performance Committee (FPC) and the Board. In addition, existing programme and committee structures such as those for NHS Scotland Academy and Centre for Sustainable Delivery (CfSD) Programme reports will be used to provide the remainder of portfolio assurance.

Due to delayed details having been issued for 2026/2027 to NHS GJ by the SG, the 2025/2026 planning cycle has been extended until July 2026, therefore progress against Q5 is being reported this quarter.

2.3 Assessment

Senior organisational leads have reviewed and updated the templates for their respective areas, providing a short narrative progress update for each of the deliverables alongside a RAG status indicator.

For a detailed breakdown on the Q5 end position, please see the attached NHS GJ ADP DPT Q5 Review Note and NHS GJ ADP DPT 2025/2026.

As previously agreed in 2024/2025, priority actions for the NHS Scotland Academy and CfSD have been excluded from the NHS GJ ADP DPT.

The NHS Scotland Academy has commenced reporting against its 2026/2027 ADP2 and has provided its Q1 reporting template. A draft of the NHS Scotland Academy ADP2 Q1 2026/2027 update is included as an appendix for noting and is subject to approval by the Executive Partnership Group (EPG) on 04 August 2026.

Similarly, CfSD has commenced its 2026/2027 reporting cycle and has provided its ADP Q1 2026/2027 Update Report. This report was approved by the National Associate Director on 17 July 2026 and is included as an appendix for information.

2.3.1 Quality/ Patient Care

No direct impact – progress monitoring.

2.3.2 Workforce

No direct impact – progress monitoring.

2.3.3 Financial

No direct impact – progress monitoring.

2.3.4 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.

2.3.5 Equality and Diversity, including health inequalities

Delivery Planning forms part of the Board's internal ADP progress reporting framework. An Equality Impact Assessment (EQIA) has not been completed for the ADP as it is developed as a response to the prescribed SG Planning guidance. Developments or changes to service delivery will be subject to EQIA at service level.

2.3.6 Climate Emergency and Sustainability

No direct impact – this update reflects actions on climate from the ADP 2025/2026.

2.3.7 Other impacts

N/A

2.3.8 Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage external stakeholders where appropriate and in accordance with the Health and Social Care Communication and Engagement Strategy and process.

State how this has been carried out and note any meetings that have taken place.

- Organisational leads, throughout June – July 2026

2.3.9 Route to the Meeting

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

- Executive Leadership Team – 27 July 2026
- Finance and Performance Committee – 12 August 2026

2.4 Recommendation

- **Decision** – Reaching a conclusion after the consideration of options.

3 List of appendices

The following appendices are included with this report:

- Appendix 1, NHS GJ ADP DPT Q5 Review Note
- Appendix 2, NHS GJ ADP DPT 2025-26
- Appendix 3, CfSD ADP Assurance Statement Q1
- Appendix 4, NHS Scotland Academy ADP 2026/2027 Q1