

NHS Golden Jubilee



Meeting: NHS Golden Jubilee Board

Meeting date: 27 August 2026

Title: Annual Delivery Plan 2026/2027

Responsible Executive/Non-Executive: Carole Anderson, Executive Director of Transformation & Strategy

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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 and briefly explain why:

Significant	☒	Moderate	☐
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Limited ☐	Not Yet Assessed ☐
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Comment: Significant assurance is provided as the Annual Delivery Plan (ADP) is aligned to national priorities and the Board's agreed financial and activity plans. The document has completed two reviews by the Executive Leadership Team and was approved by the Finance and Performance Committee ahead of submission to the Board. There are several assumptions and dependencies, including financial allocations and delivery risks, which will require ongoing oversight to ensure full assurance.

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 FPC:

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

Comment: The ADP is the core statutory document which sets out the Board's plan across the entirety of the NHS Golden Jubilee (GJ) to optimise capacity to support the NHS nationally and regionally. It sets out key operational targets, priorities and risk mitigation for the Board.

2 Report summary

2.1 Situation

The proposed ADP 2026/2027 sets out NHS GJ's priorities for delivery over the next year. The plan is strategically aligned to the Scottish Government reform frameworks: the Population Health Framework (PHF) and Health and Social Care Service Renewal Framework (SRF). It also reflects the Board's operational expectations through alignment with relevant Annual Operational Priorities set out by the NHS Scotland Chief Operating Officer on 24 February 2026. The Board is asked to approve this proposed ADP for 2026/2027, noting that it has been developed in direct alignment with the agreed activity plan and Year 1 financial plan, ensuring planned service delivery is fully costed and consistent with national financial planning assumptions.

2.2 Background

The ADP reflects the Board's role as a national specialist centre, with a focus on increasing planned care capacity, improving access, enhancing productivity, and contributing to population health outcomes through prevention, research, digital innovation and workforce development. Delivery is set within a defined financial framework, requiring achievement of efficiency savings and alignment of activity, workforce and resources to ensure affordability, sustainability and compliance with national financial planning assumptions.

2.3 Assessment

The ADP presents a coherent plan for 2026/2027, underpinned by a credible activity plan and financial framework. Delivery remains contingent on achieving planned efficiency savings, managing workforce and external cost pressures, and addressing ongoing reliance on non-recurring funding and outstanding allocation confirmations. Key organisational risks include delivery of financial balance, including £8.215m savings, workforce capacity constraints, and risks associated with digital implementation and service transformation, all of which require active management through established governance arrangements. Delivery is materially dependent on relationships with Scottish Government, Centre for Sustainable Delivery (CfSD) sub-national planning structures, and territorial Health Board partners, particularly in respect of elective orthopaedic capacity, financial allocations, and national programme commissioning.

2.3.1 Quality/ Patient Care

The ADP is expected to have a positive impact on quality of care through improved access, reduced waiting times, enhanced pathways and increased elective and diagnostic capacity. Key risks to delivery are identified within the plan and are managed through established governance arrangements.

2.3.2 Workforce

Delivery of the ADP will support workforce development and new roles to increase capacity; however, this is balanced by ongoing workforce pressures, including recruitment challenges and the requirement to manage staff capacity, wellbeing and skill availability.

2.3.3 Financial

The plan is aligned to the Board's agreed financial plan and requires delivery of £8.215m efficiency savings, with financial performance managed through established planning, monitoring and governance arrangements.

2.3.4 Risk Assessment/Management

Key risks relating to financial delivery, workforce capacity, digital implementation and service transformation are identified within the plan and will be actively managed through existing governance and performance oversight processes.

The ADP set outs the role of CfSD in supporting NHS Scotland to achieve the Annual Operational Priorities for 2026/2027. While it is anticipated that CfSD will continue to act as a key national delivery partner, discussions continue with Scottish Government regarding the formal commission. In addition, while the NHS Scotland Academy 2026/2027 ADP is expected to be similar to the 2025/2026 content, it has yet to be confirmed. As such the ADP content is subject to change once these details have been finalised.

2.3.5 Equality and Diversity, including health inequalities

The ADP supports the Board's Public Sector Equality Duty and Fairer Scotland Duty through its focus on reducing inequalities, strengthening the Anchor Programme, and delivering against the Board's Equality Outcomes 2025–2029.

An impact assessment has not been completed as the ADP has been developed through alignment with the Annual Operational Priorities (AOP) set out in a letter by the NHS Scotland Chief Operating officer on 24 February 2026. Developments or changes to service delivery will be subject to Equality Impact Assessment (EQIA) at service level.

2.3.6 Climate Emergency and Sustainability

The plan supports sustainability through programmes such as Green Healthcare initiatives and service redesign to improve efficiency and reduce environmental impact as part of delivering national net zero priorities.

2.3.7 Other impacts

The ADP reinforces the Board's national role through partnership working with Scottish Government, CfSD and sub-national structures to deliver system-wide improvement, innovation and performance.

2.3.8 Communication, involvement, engagement and consultation

The ADP has been developed through a structured programme of internal and external engagement including with the CfSD, the NHS Scotland Academy, sub-national planning structures, and NHS GJ clinical and corporate stakeholders.

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 Meeting, 6 July 2026
- Executive Leadership Team Meeting, 27 July 2026
- Finance and Performance Committee, 12 August 2026

2.4 Recommendation

The Board is asked to approve this proposed ADP for 2026/2027, noting that it has been developed in direct alignment with the agreed activity plan and Year 1 financial plan, ensuring planned service delivery is fully costed and consistent with national financial planning assumptions.

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

3 List of appendices

The following appendices are included with this report:

- Board Appendix 1, NHS GJ 2026-2027 Delivery Plan
- Board Appendix 2, NHS GJ 2026-2027 Delivery Plan Governance Map