

<p>NHS 24 BOARD MEETING</p> <p style="text-align: right;">20 JUNE 2019 FOR ASSURANCE</p> <p style="text-align: center;">SPRA 2019/20 Bi-Monthly Review Process</p>	
Executive Sponsors:	Director of Finance and Performance/Director of Service Development
Lead Officer/Author:	Associate Director of Planning and Performance
Action Required	<p>NHS 24 Board are asked to consider and approve the Strategic Planning Resource Allocation (SPRA) 2019/20 Bi-Monthly Review process, which was recently approved by EMT and then the Finance & Performance Committee on 15 May 2019.</p> <p>This review process will operate within the context of the proposed NHS 24 Strategy Commissioning and Delivery Proposed Governance Arrangements for 2019/20 approved by EMT in April 2019. This was presented to the Audit and Risk Committee in May for assurance and approval recommended to the NHS 24 Board as this will require to be reflected in the overarching NHS 24 Corporate Governance Framework.</p>
Key Points	<p>The purpose of the revised process is to strengthen the current SPRA arrangements following agreement that this was required by EMT.</p> <p>This represents an enhanced and more regular formal assessment SPRA process to test progress towards meeting our strategic objectives and deliverables as set out in the Annual Operating Plan (AOP) and NHS 24 Strategy.</p> <p>This process is aligned to the proposed NHS 24 Strategy Commissioning and Delivery Proposed Governance Arrangements for 2019/20, which was approved by EMT in April 2019.</p>
Resource Implications	<p>This process will help track progress and ensure early notification of significant and emerging variation from the original organisational, workforce and financial planning assumptions managed through the AOP.</p> <p>This will allow the full EMT to consider progress and where appropriate any variation more routinely and determine and agree the appropriate action required.</p>
Timing	The NHS 24 SPRA 2019/20 Bi-Monthly Review will form the basis of the EMT Strategy session every

NHS 24 GREEN

	second month commencing in May 2019.
Contribution to NHS 24 strategy	The SPRA Bi-Monthly Review process will align with the NHS 24 Strategy Commissioning and Delivery Proposed Governance Arrangements for 2019/20, which supports the NHS 24 strategy.
Contribution to the 2020 Vision and National Health and Social Care Delivery Plan (Dec 2016)	This process supports the detailed work, which defines the NHS 24 contribution to the 2020 vision and National Health and Social Care Delivery Plan.
Equality and Diversity	The SPRA 2019/20 Bi-Monthly Review will take account of departmental resource requirements in relation to equality and diversity.

1. RECOMMENDATION

- 1.1 The NHS 24 Board are asked to note the Strategic Planning Resource Allocation (SPRA) 2019/20 Bi-Monthly Review process for assurance, and approved by EMT and the Finance & Performance Committee.

2. TIMING

- 2.1 The NHS 24 SPRA 2019/20 Bi-Monthly Review will form the basis of the EMT Strategy session every second month commencing in May 2019 and will inform reporting to the Finance and Performance Committee, other governance committees and the NHS 24 Board.

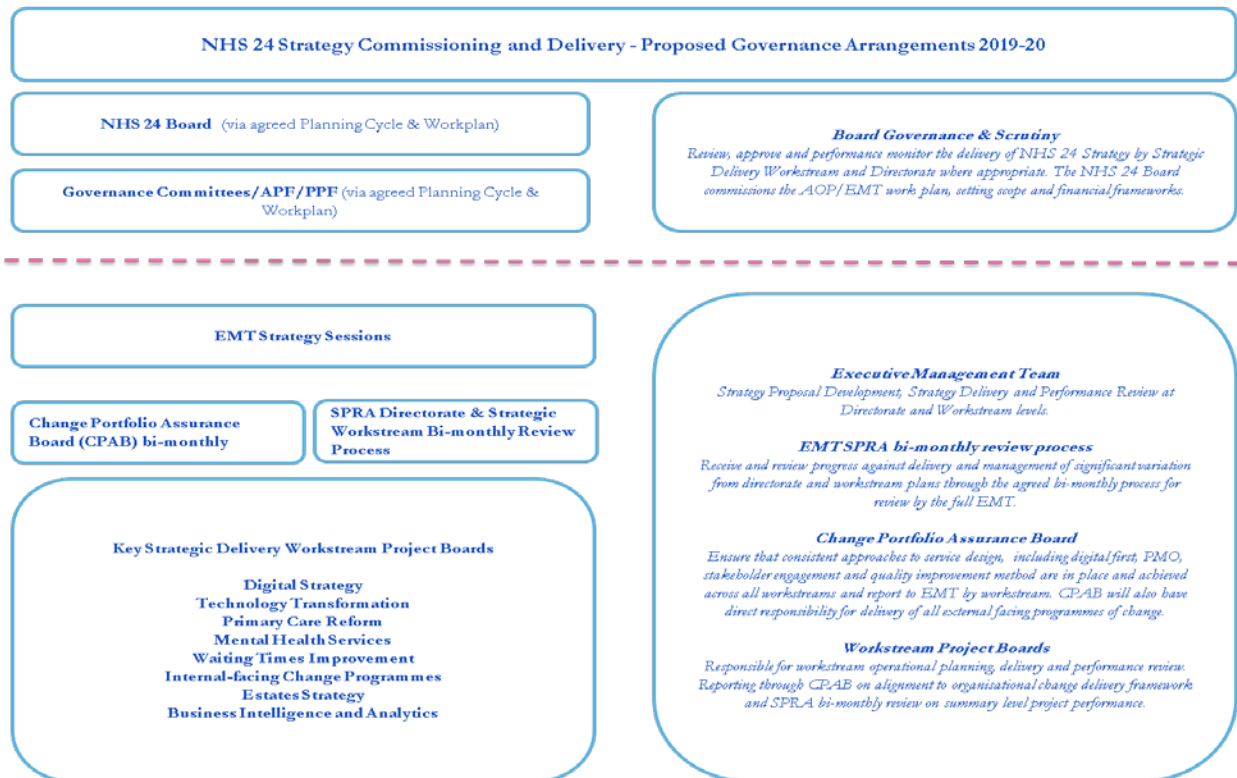
3. BACKGROUND

- 3.1 Strategic Planning and Resource Allocation (SPRA) is an annual process which details how each directorate will support the delivery of the Annual Operating Plan (AOP) and the 5-year organisational strategy. The annual directorate plans and those of the key strategic workstreams are consolidated then considered as a whole by the EMT. The SPRA process for 2019/20 began in December 2018 with directorate discussions taking place over January and February 2019. The final outcome of this process generated the AOP for 2019/20 which was approved by the NHS 24 Board in April 2019.
- 3.2 This bi-monthly review process represents an enhanced and more regular formal assessment process to test progress towards meeting our strategic objectives and deliverables as set out in the Annual Operating Plan (AOP) and NHS 24 Strategy. This will include the engagement of the full EMT and will be the focus of the EMT Strategy session every second month commencing in May 2019. The process will generate appropriate reporting to the governance committees and the NHS 24 Board.
- 3.3 As part of the annual SPRA process, a mid-year review is also conducted in September/October of each financial year. The revised bi-monthly SPRA 2019/20 process will allow for a 'mid year review' by the EMT Strategy session in September 2019. Individual mid-year review meetings for each directorate will also be required and will be scheduled by the Strategic Planning Team.

4. NHS 24 Strategy Commissioning and Change Portfolio Delivery Governance Arrangements 2019/20

- 4.1 In April 2019 the NHS 24 EMT considered and approved a proposal to reflect a revised governance framework to support the delivery and monitoring of progress against the NHS Strategy and AOP. This is referred to as the NHS 24 Strategy Commissioning and Delivery Proposed Governance Arrangements 2019/20.

4.2 The purpose of the governance arrangement is to manage and effectively govern the delivery of the NHS Strategy and portfolio of change with specific focus on the AOP deliverables for the year. The EMT agreed that the proposed SPRA Bi-Monthly process will deliver regular robust performance management reviews to support the new governance arrangement. The EMT and Finance & Performance Committee approved the framework and is set out in the diagram below.



4.3 Some key points to note:

- The governance structure will include both internal and external change and transformation activity.
- The Scottish approach to Service Design (SatSD) was accepted as a key underpinning method and will be developed as part of the change framework to ensure a shared understanding
- The current SPRA bi-monthly review process will support more regular robust performance management reviews in support of project delivery.
- The Change Portfolio Assurance Board (CPAB) will report into the NHS 24 EMT Strategy meetings on a bi-monthly basis. PMO has a key role within this group to ensure visibility of all programmes of change.
- Committee structures a key reporting group aligned with Board planning cycle.
- External stakeholder representation would continue as part of the Project Boards. External representation to be thoughtfully considered as part of the CPAB.
- Regular reporting from both the SPRA review and the CPAB will also be presented to the governance committees and where appropriate the NHS 24 Board.

EMT Strategy Group

4.4 The EMT Strategy Group ensures that the relevant organisational functions and resources are aligned and prioritised via the SPRA process to achieve the strategy and change portfolio objectives and reviews the delivery of the demonstrable benefits anticipated from the investment of funding and other resources. The EMT Strategy Group manages any significant variations to plans and is responsible for project gateway reviews across existing programmes of work.

Change Portfolio Assurance Board

4.5 The key responsibilities of the Change Portfolio Assurance Board, accountable to EMT Strategy Group provides assurance that the framework for the management of change across the organisation is being deployed according to the standards set i.e Scottish approach to Service Design (SatSD). It also oversees planning, development, and programme delivery as well as evaluation of the project activity, ensuring that change is implemented consistently and sustained and that transition from project to mainstream is managed effectively.

4.6 The approved Change Portfolio Assurance Board encompasses all internal and external facing programmes of change and transformation in line with our NHS 24 Strategy and associated AOP, SPRA and EMT objectives. The Change Portfolio will be chaired by the Chief Executive with workstreams led by Senior Responsible Officers at Executive level. The scope of each of the workstreams for 2019-20 has been finalised and is outlined below.



NHS 24 Change Portfolio 2019-20: Programme Boards and Workstreams



5. FORMAT

- 5.1 The Strategic Planning Team will coordinate the SPRA 2019/20 Bi-Monthly Review process using a structured format. The EMT will own the process and therefore will require input and leadership from all EMT members.
- 5.2 The Strategic Planning Team will provide a guidance document to EMT to ensure clarity on expectations of the Bi-Monthly Review process.
- 5.3 To ensure that directorates and strategic workstreams are given the opportunity to review and discuss their progress prior to the EMT Strategy session, a reporting process including regular meetings will be scheduled by the Strategic Planning Team.
- 5.4 Progress will be assessed through regular reporting by the Strategic Planning Team for consideration and decision-making by the full EMT.
- 5.5 By increasing the level of routine engagement and reporting with directorates and strategic workstreams across NHS 24, the full EMT will have an improved awareness of the overall position throughout the year and not just at key review dates.

6. PROCESS

- 6.1 The agreed process for the SPRA 2019/20 Bi-Monthly Review is set out in the accompanying paper on SPRA.