

NHS 24 BOARD MEETING		20 JUNE 2019 FOR ASSURANCE	
Planning and Performance Approach – June 2019			
Executive Sponsors:		Director of Finance and Performance	
Lead Officer/Author:		Associate Director of Planning and Performance	
Action Required		The Board are asked to note this update paper and proposed refinements to the strategic planning process and delivery of the NHS 24 Strategy and 2019/20 Annual Operating Plan.	
Key Points		<p>The purpose of the revised process is to strengthen the current SPRA arrangements following agreement with 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		The organisations strategic planning arrangements will help track progress and ensure early notification of significant and emerging variation from the original organisational, workforce and financial planning assumptions.	
Timing		This briefing paper highlights progress made by the Planning and Performance team by June 2019 and identifies future priorities for the remainder of 2019/20.	
Contribution to NHS 24 strategy		In supporting organisational strategic planning, the Planning and Performance Team directly contribute to the delivery of the NHS 24 Strategy.	
Contribution to the 2020 Vision and National Health and Social Care Delivery Plan (Dec 2016)		The strategic outputs of the Planning and Performance team continue to support NHS 24's contribution to the 2020 Vision and National Health and Social Care Delivery Plan.	
Equality and Diversity		The SPRA and Annual Operating Plan process takes account of departmental resource requirements in relation to equality and diversity.	

1. RECOMMENDATION

- 1.1 The Board are asked to note this update paper, and associated refinements to support the progress of the key priorities related to the NHS 24 Planning and Performance team.

2. TIMING

- 2.1 This briefing paper highlights progress made by the Planning and Performance Team by June 2019 and identifies future priorities for the remainder of 2019/20.

3. BACKGROUND

- 3.1 The Board approved the Strategic Planning Cycle in February 2019 to ensure appropriate Board involvement and oversight in considering options, debating risk, giving approval and thereafter in monitoring delivery of the Board's strategic plans.
- 3.2 Following this approval, a Strategic Planning Resource Allocation (SPRA) Bi-Monthly process was approved by the Finance & Performance Committee in May 2019. The key objective (as set out in the NHS 24 Strategy Commissioning and Delivery Governance Arrangements for 2019/20) is for EMT to review progress against our Strategy and associated Annual Operating Plan and then, if necessary, address any significant variations or change.

4. STRATEGIC PLANNING RESOURCE ALLOCATION (SPRA) PROCESS

- 4.1 The EMT Strategy Group ensures that the relevant organisational functions and resources are aligned and prioritised via the SPRA process to deliver the Strategy and Change Portfolio objectives (as referenced in the accompanying paper) and reviews the delivery of the expected 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.
- 4.2 The Planning and Performance team provide support to the EMT Strategy Group to ensure that key strategic documents and discussion points are addressed via the strategic planning cycle.
- 4.3 This newly introduced SPRA 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.
- 5.2 The first SPRA Bi-Monthly review took place on 21 May 2019 and subsequently we are now making some enhancements to explicitly focus the bi-monthly review on progress against Strategic Objectives and AOP.
- 5.3 In refining the SPRA review progress, we will be refocusing progress using the recently agreed EMT objectives. Through the bi-monthly review process, we will

look to develop the associated milestones for each objective and monitor progress against these.

- 5.4 As indicated in the SPRA paper to Finance & Performance Committee in May 2019, we will look to establish, and generate, appropriate reporting on our Strategy and Annual Operating Plan to relevant governance committees and the NHS 24 Board. As set out in the Committee Terms of Reference, Finance & Performance Committee are the lead Committee for strategy and therefore SPRA updates will be taken via the Finance & Performance Committee and upwards to the Board. We will also be working with the Director of Service Development to develop common and consistent reporting on key programmes into SPRA Review, EMT Strategy Group and all relevant Board Committees.
- 5.5 Working up to the mid-year review, focus during the bi-monthly sessions will be on the agreed 2019/20 agreed EMT objectives. **Appendix 1** sets out the matrix against which EMT will review progress. In advance of each bi-monthly review, the Planning & Performance team will meet with each identified lead to determine progress against milestone deliverables. The Planning & Performance team will then facilitate discussion on this collated information at each bi-monthly review meeting.
- 5.6 At each bi-monthly review, EMT will look to determine whether our objectives are being achieved or not. If they are not wholly on track (ie Amber or Red), through the SPRA review, we will look to determine:
- 1. Will the objective, and associated deliverables, be achieved according to the timelines and milestones specified in the plan? If not, then we will look to understand why efforts are behind schedule. If possible, we will discuss potential mitigation actions that could keep deliverables and milestones on track.*
 - 2. Do the deadlines for completion need to be amended. If we do this, we need to consider the impact on other projects, programmes and priorities.*
 - 3. Should priorities be changed to put more focus on achieving the agreed strategic objectives?*
- 5.6 The SPRA mid-year review process will then look to take a medium-term view on progress against our Strategy and agreed objectives. If required, we will then look to review objectives, if necessary.
- 5.7 In conjunction with the Deputy Director of Finance, we are establishing the expected financial profile for each objective, and key programme, and, as part of the bi-monthly review will review the continuing financial position, and associated funding. We will also review realisation of agreed benefits and our approach to benefits tracking.
- 5.7 In line with the developing SPRA bi-monthly review sessions, we are also reviewing and progressing work done to date to develop a Strategic Dashboard, using Power BI, to provide an accessible way to monitor progress against our priorities, including benefits realisation.

5.8 The Planning team is also working with Service Development to develop stronger integration between the Planning and PMO processes. This will include a clear overview of our portfolio of change, consistent reporting, clear priorities and scope of the entire portfolio, development of clear way of initiating change and any emerging activity from horizon scanning work.

6. 2017-2022 STRATEGY

6.1 The 2017-2022 Strategy and the associated Strategic Delivery Programme (SDP) Business Case was approved by the NHS 24 Board in June 2017.

6.2 By the SPRA mid-year review in September, we will be half way through our 2017- 2022 Strategy. The Board previously agreed to undertake a review of the Strategy and we will progress the draft update taken earlier this year to the Finance & Performance Committee. It is therefore appropriate at the mid-year review stage to undertake a review of the Strategy to validate our direction of travel, and specific priorities, in the remaining two years of the 2017-2022 Strategy. We will also refer to the National Planning Framework to determine how we may want to further refine objectives, in line with the NPF.

6.3 To inform the mid-year review, we will also undertake a review of progress against the approved NHS 24 SDP Business Case, including delivery of financial and non-financial benefits.

6.4 This will also support, and feed into, the upcoming development of the 2020/21 Annual Operating Plan (AOP), which will need to clearly highlight how we can support delivery of SG commitment in the short term (to 2021) and then following two years.

7. PROGRESS TOWARDS AN INSIGHT LED ORGANISATION

7.1 We set out within our 2017-2022 Strategy, and also the 2019/20 Annual Operating Plan, our ambition to progress towards an insight led organisation and moving towards improved business intelligence and analytics.

7.2 Work has been progressing across Planning and Performance, Technology and Digital over the past few months. We are now refocusing efforts to develop a joined up framework on business intelligence and predictive analytics. Although there has been significant work undertaken discretely in this areas, it is critical that before we make further progress that we determine our own NHS 24 point of view (vision) before progressing on actions both internally, with our NHS partners and with external partners.

7.3 A proposal will be brought forward to EMT, jointly by the Associate Director of Planning and Performance, the Chief Information Officer and Director of Service Development, on the development of this framework by 31 August. In the interim, we are exploring tactical opportunities to make some progress, ie dashboards using PowerBI and predictive analytic pilots.