

NHS 24 BOARD	26 AUGUST 2019 ITEM NO 10.3 FOR ASSURANCE
REVIEW OF 2017-2022 STRATEGY	
Executive Sponsor:	Associate Director, Planning & Performance
Lead Officer/Author:	Planning Manager
Action Required	The Board are asked to note the proposed approach to the upcoming review of our 2017-2022 Strategy, which was approved by EMT on 23 July 2019.
Key Points	The NHS 24 Board agreed at its' meeting on 20 th June 2019 that it would be timely to undertake a review against our 2017-2022 Strategy, to validate our current priorities and direction of travel. This paper sets out the proposed approach to the Strategy Review including key inputs, outputs, consideration on targets to reflect on National Planning Framework and a proposed timeline.
Financial Implications	Any financial implications as it relates to NHS 24, will be considered as part of the Strategic Planning Resource Allocation (SPRA) process.
Timing	A timeline has been included in this report, covering the period July 2019 to December 2019.
Contribution to NHS 24 strategy	The proposed review contributes to ensuring the NHS 24 Strategy is kept up to date with ongoing service delivery and service development changes within NHS 24 and in line with our updated aims and objectives.
Contribution to the 2020 Vision and National Health and Social Care Delivery Plan (Dec 2016)	Ensuring that our NHS 24 Strategy continues to be reviewed contributes to the 2020 vision and the National Health and Social Care Delivery Plan – Update .
Equality and Diversity	The NHS Strategy Review takes account of departmental resource requirements in relation to equality and diversity.

1. RECOMMENDATION

- 1.1 The Board are asked to note the proposed approach to the upcoming review of our 2017-2022 Strategy.

2. TIMING

- 2.1 This paper has been presented to the EMT, Planning and Performance Committee and the Board, timescales for which can be found below:

- EMT Strategy - 23 July 2019

- Planning and Performance Committee - 15 August 2019
- NHS 24 Board - 26 August 2019

3. BACKGROUND

3.1 The 2017-2022 NHS 24 Strategy and the associated Strategic Delivery Programme (SDP) Business Case was approved by the NHS 24 Board in June 2017. The NHS 24 Board agreed at its' meeting on 20 June 2019 that it would be timely to undertake a review against this Strategy, to validate our current priorities and direction of travel. This paper now sets out the approach that will be used. We will also refer to the National Planning Framework (NPF) to determine how we may want to further refine objectives, in line with the NPF.

4. PROPOSED INPUTS TO THE PROCESS

Input 1 - Desktop Review

In August 2019, the Strategic Planning Team will begin a desktop review to assess status of current progress against the approved 2017-2022 Strategy and take an initial view of key areas for further review and discussion during the stakeholder discussions.

The desktop evaluation will also include a review of Scottish Government (SG) and relevant NHS and wider public sector partner strategies and their alignment and/or impact on the strategic intentions of NHS 24.

Input 2 - Business Case Review

The SDP Business Case, which was approved by NHS 24 Board in June 2017, set out the programme level business case for the NHS 24 Strategic Delivery Programme. The purpose of the business case was to set out a strategic rationale for the programme, outline its scope and breadth, and provide an indication of the likely impact and costs associated with delivery.

The Strategic Planning Team will review progress against the approved NHS 24 Strategic Development Programme (SDP) Business Case, including delivery of financial and non-financial benefits, which will support part of the Strategy Review.

Input 3 – SPRA Bi-monthly and upcoming Mid-year review

The Strategic Planning Resource Allocation (SPRA) process, which now consists of a bi-monthly process, provide outputs from each directorate that are captured. This is also now being reviewed against the EMT objectives and as part of the review in specific areas that have been identified for further modification will be included. As part of input to the overall review of progress

against Strategy, we will also incorporate output of the SPRA Mid-year review, planned for October 2019.

Input 4 - Strategy Review

Following completion of inputs 1 to 3 above the Strategic Planning Team will engage with each Directorates, EMT, Partnership Forum and Board within NHS 24 and key external stakeholders to capture their perspectives on progress against the strategy and validate our emerging observations.

We will also look to engage with relevant external stakeholders, working in conjunction with the Stakeholder Engagement Team. This will include IJBs, our Sponsor Department and Health Boards who have recently undertaken their own update of Strategy (i.e. NHS NES).

Input 5 – External Horizon Scanning

The Strategic Planning Team will also undertake a horizon scan of relevant current and emerging policies and strategies. This will include:

- NHS long-term plan Implementation Framework
- Health and Social Care Delivery Plans/Integrated Joint Boards (IJBs)
- SG Mental Health Strategy 2017-2022
- Primary Care Improvement Plans
- Transformation Urgent Care National Review
- National Clinical Strategy
- SAS/Police Scotland Collaboration Work

The team will also look to wider policies and strategies outwith Scotland.

5 PROPOSED OUTPUTS TO PROCESS

- 5.1 In line with the SPRA process we will expect to produce up to date information on the progress and targets that NHS 24 have met from June 2017 to October 2019 since the Strategy was approved.
- 5.2 Information on what gaps still remain and any impact this has on the remainder of the Strategy will be identified, this includes where we need to look boarder at any change in direction that will be required.
- 5.3 We will also look at providing an update to date financial position forecast as to how any impacts on our budgets and funding that was agreed to be progressed since June 2017.
- 5.4 It is worth noting that at this stage we will be carrying out a review and not a refresh but the outcome of this being a potential requirement will be brought back within the recommendations.

6. PROPOSED TIMELINE

NHS 24 Strategy Review Proposal Timeline is set out below.

