NHS 24
BOARD MEETING

14 FEBRUARY 2019
FOR APPROVAL
ITEM NO. 10.1

NHS 24 BOARD AND GOVERNANCE COMMITTEE STRATEGIC PLANNING CYCLE AND ANNUAL WORKPLAN 2019/20

ALIGNING WITH THE NHS SCOTLAND HEALTH BOARDS AND SPECIAL HEALTH BOARDS BLUEPRINT FOR GOOD GOVERNANCE

Executive Sponsor:	Chief Executive
Lead Officer/Author:	Director of Finance and Performance
Action Required	The report is presented to the NHS 24 Board for approval.
Background	In line with the Blueprint for Good Governance, NHS 24 has developed a strategic planning cycle (linked to the embedded Strategic Planning and Resource Allocation Process and corporate governance framework) to ensure the Board is involved in considering options, debating risk, giving approval and thereafter in monitoring delivery of the Board's strategic plans.

This paper sets out the strategic planning cycle with an integrated annual work programme and coordinated timetable for Board meetings, Board Development sessions and Committee meetings. Further work will be completed on the Development session agendas following discussion at the February Board meeting.

This formal planning cycle will ensure that strategic planning is co-ordinated and that the appropriate level of scrutiny is delivered, but also that decisions are taken in a logical sequence. |
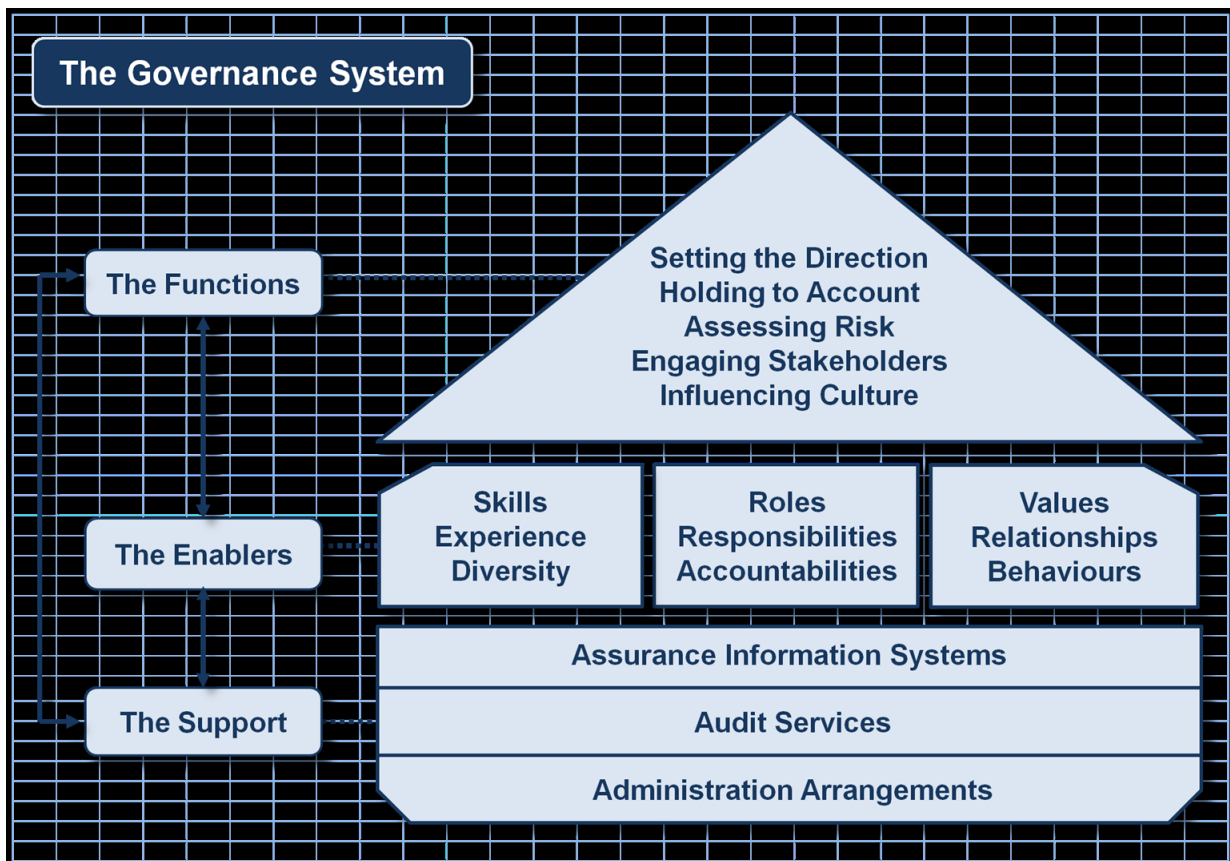| **Financial Implications** | There are no direct financial implications arising from this paper. |
| **Timing** | The NHS 24 Board will consider this paper for approval in February 2019. |
| **Contribution to NHS 24 strategy** | The strategic planning cycle and workplan for the governance committees and the NHS 24 Board will support the effective scrutiny and delivery of the NHS |

	24 Strategy and the performance of the organisation.
Contribution to the 2020 Vision and National Health and Social Care Delivery Plan (Dec 2016)	These improvements will support the NHS 24 contribution to the 2020 Vision and the National Health and Social Care Delivery Plan.
Equality and Diversity	The strategic planning cycle for all NHS 24 Board and governance committee business includes appropriate engagement with stakeholders to ensure that equality and diversity is appropriately considered.

1. BACKGROUND

Corporate governance involves setting strategic aims; holding the executive to account for the delivery of those aims; determining the level of risk the Board is willing to accept; influencing the organisation's culture; and reporting to stakeholders on their stewardship.

The Blueprint for Good Governance model acknowledges the importance of how the Board approaches the achievement of its strategic aims and objectives as well as its focus on performance and outcomes. Although the model is presented as three distinct sections, they are in reality inter-dependent.

This paper focuses on the "support" aspects of the model. The "functions" and "enablers" will be considered in development sessions of the Board during 2019/20.

2. Supporting the Board and Committees

The blueprint identifies three categories of the support required for effective governance:

Assurance information systems that help the Board to hold the Executive Leadership Team to account.

Audit services that provide the Board with independent assurance.

Administration arrangements that ensure the smooth operation of the Board and its sub-committees.

3. Assurance Information Systems

All Boards are required to establish and maintain assurance information systems that deliver the necessary information to assist them in obtaining assurance on the delivery of the organisation's strategic, operational and financial plans. NHS 24 commissions this through the activities of the Service Transformation Programme, the Service Delivery – New Service Model Programme, the Executive Management Team (including its review of the 2 change programmes) and the governance committees.

These assurance information systems are designed to provide frequent and informative performance and financial reports to assure the Board that it is delivering safe, accessible, quality, affordable and sustainable services. These systems deliver relevant, accurate and timely information on:

- Performance Management.

- Quality Management.

- Financial Management.

- Human Resource Management.

- Change Management

- Risk Management

- Information Management

The NHS 24 Board planning cycle includes all of the above and continuously drives improvement in each. The areas of Quality Management, Human Resource Management and Information Management will be considered further in development sessions of the Board during 2019/20.

The assurance information systems should also measure the organisation's performance by benchmarking results against those of similar organisations. This is an area NHS 24 is currently developing and will be included as a Board Development activity during 2019/20.

4. Audit Services

The corporate governance system includes the audit services required to provide the Board and key stakeholders with assurance that the system of internal controls is functioning as intended.

Internal Audit

The role of the internal audit team includes; reviewing accounting and internal control systems, the economy efficiency and effectiveness of operations, assisting with the identification of significant risks, examining financial and operating information, delivering special investigations, reviewing compliance with legislation and other external regulations. In delivering their role, internal auditors can add value by supporting improvement and accountability.

To ensure that internal audit is an independent objective assurance activity, the Board should ensure that the internal auditors are independent of executive management and should not have any involvement in the operations or systems they audit. The Head of Internal Audit should report directly to the Audit Committee and the Chief Executive, but also have direct access to the Board Chair.

NHS 24 has all of the above arrangements in place.

External Audit

Boards employ external auditors primarily to give an independent opinion on the annual report and accounts. The role of the external auditors also includes reviewing and reporting on the arrangements within NHS Boards to manage their performance, regularity and use of resources such as money, staff and assets. In doing this, external auditors can add value by supporting improvement and accountability.

Audit Committee

The Board's Audit Committee has a key role in ensuring the effectiveness of the internal audit functions including:

- Overseeing the selection process for new internal auditors.

- Reviewing and agreeing the annual internal audit work plan.

- Ensuring recommendations are actioned by the Executive Leadership Team.

- Disseminating audit reports to the relevant Board Committees.

- Encouraging the use of audit reports as improvement tools.

- Monitoring and assessing the effectiveness of the audit team.

- Approving the appointment and termination of the Head of Internal Audit.

The Audit Committee is also responsible for oversight of the Board's relations with the external auditors, including reviewing the scope of the annual audit plan.

NHS 24 has all of the above arrangements in place.

5. Administration Arrangements

In line with the Blueprint for Good Governance, NHS 24 has developed this strategic planning cycle, which demonstrates where the Board is involved in considering options, debating risk, giving approval and thereafter in monitoring delivery of the Board's strategic plans.

This planning cycle includes an integrated annual work programme and coordinated timetable for Board meetings, Board Development Sessions and Committee meetings. This will ensure that strategic planning is co-ordinated and the appropriate level of scrutiny is delivered, but also that decisions are taken in a logical sequence.

NHS 24 Board Planning Cycle and Workplan Design Principles

This planning cycle and workplan will ensure that the correct management action and governance scrutiny is applied prior to presentation of items for decision or discussion by the NHS 24 Board. This will include alignment and engagement with the EMT, Area Partnership Forum and the Public Partnership Forum.

The planning cycle and workplan will also be helpful in informing the agendas for future Development Sessions of the NHS 24 Board.

The planning cycle and workplan will operate as an annual addendum to the Standing Orders of the NHS 24 Board.

The planning cycle and workplan will be further informed by the outputs from the committee development activity currently underway to ensure clarity of purpose, priorities, objectives, deliverables and terms of reference for each governance committee. This committee development activity will also make recommendations on the focus, level and depth of committee scrutiny.

The planning cycle and workplan aligns with the aims of the national Blueprint for Good Governance.

Scheduling Proposals

Committee meetings dates to be held one month before the Board meeting to allow adequate time for further work or to make any required changes that may be agreed prior to submission to the Board. The only exception to this will be the consideration of the Statutory Annual Accounts by the Audit & Risk Committee and the Board. Due to nationally agreed submission dates both will cover this aspect of Board business in June of each year.

Committee meetings to be held in (March last set for 2018/2019), thereafter, May, August, November and February to ensure they align with organisational workplan ensuring the Committee and Board receive the right information at the right time.

A review of volume of work across public Board meetings will be undertaken, however recognising that items may require to go to the Board more than once.

January/February/March – are key months for focusing on preparing for the next financial year. No Committee or Board meetings will be scheduled for the month of July.

To ensure alignment and where appropriate integration across Committees, 2 meetings of the Committee Chairs will be scheduled. Both will be scheduled on the same day as the Board meeting to avoid the requirement to set further separate dates.

Leadership Proposals

Under the leadership of the Associate Director of Planning and Performance, one of the Planning Managers will take operational responsibility for the maintenance and development of the planning cycle and workplan.

A process will be agreed with the EMT lead for each Committee and the Associate Director of Planning and Performance to monitor and process changes to the planning cycle and workplan.

A monthly face-to-face meeting to be arranged with the Chair, Chief Executive and the Planning Team to agree sign-off on the Board agenda, this will be scheduled at least 1 week in advance of the EMT Board planning sessions.

EMT and their teams to take full responsibility and ownership for production of papers in line with the agreed planning cycle and workplan.

Board Draft Planning Cycle and Workplan 2019/20

This charts the key work areas and priorities of the Board across 2019/20 and indicates the planning cycle to support Board decision-making. The planning cycle includes the NHS 24 Board and Governance Committee scrutiny.

From this planning cycle and workplan a more detailed plan will be developed for each Committee with the Committee Chair who will confirm the focus of workplan items.

The planning cycle and workplan is derived from the key objectives and associated activities agreed through the SPRA process and regular annual or monthly/quarterly standing items.

The draft planning cycle and workplan is in 2 parts, one for the key strategic discussion and decision items and a second for the regular standing items. (Annex 1).

Committee Development Action Plan

Key outputs from the committee development activity will be ensuring clarity of purpose, priorities, objectives, deliverables and terms of reference for each governance committee. This work will also focus on making key recommendations on the focus, level and depth of committee scrutiny.

Draft Schedule of NHS 24 Board and Committee Dates

This indicates the month of the committee dates only at this stage to flow appropriately with the key decision points and Board dates. (Annex 2).

Annex 1 - Draft Workplan and Review Cycle

FULL BOARD MEETINGS

NHS 24 Annual Planning Timeline 2019/20

STRATEGIC REPORTS & DECISION POINTS	Apr-19	Jun-19	Sep-19	Oct-19	Dec-19	Mar-20
SPRA Proposal & Operating Plan 19/20	■					■
Performance Framework	■					■
Blueprint for Good Governance Self-Assessment and Action Plan	■					■
Quality Improvement Progress Report			■		■	■
Estates Strategy	■			■		■
Digital Strategy	■			■		■
GPT Service Development			■		■	■
Mental Health Redesign Development			■		■	■
Technology & Data Strategy	■				■	■
Brexit Position Report	■					■
Waiting Time Improvement Programme		■	■			■
Supporting Primary Care Sustainability		■	■			■
New Service Model & Implementation Plan	■		■		■	
Staff Engagement Plan		■				
Business Intelligence & Reporting Proposal		■				
Workforce Plan		■				
SPRA 19/20 Mid Year Review				■		
SPRA Proposal & Development 20/21					■	■
2018/19 Annual Reports Commitees		■				
2018/19 Annual Accounts & Assurance Packs		■				
2018/19 Annual Review Preparation		■				
Winter Plan				■		
Risk Management Strategy/Strategic Risk					■	
2018/19 Annual Report (Comms)				■		
Easter Plan					■	
Corporate Governance Framework				■		

QUALITY AND PERFORMANCE STANDING ITEMS	Apr-19	Jun-19	Sep-19	Oct-19	Dec-19	Mar-19
Corporate & Strategic Risk Register	■	■	■		■	■
Service Quality Report	■	■	■	■	■	■
Workforce Performance Report	■	■	■		■	■
Executive Report to the Board	■	■	■	■	■	■
Financial Performance Report	■	■	■	■	■	■
Committee Chairs Planning and Alignment Session	■			■		
Audit Scotland Annual Overview Report					■	
Hospitality Register						■
Annual Confirmation of Committee Membership	■					
Register of Interests			■			■

BOARD DEVELOPMENT SESSIONS

NHS 24 Annual Planning Timeline 2019/20

DEVELOPMENT SESSION TOPICS	Mar-19	May-19	Nov-19	Jan-20	Mar-20
Blueprint for Good Governance Self-Assessment and Action Planning	■				■
Quality Management/Quality Improvement		■			
Workforce Reporting		■			
Information Management Reporting		■			
Blueprint for Good Governance (Enablers & Functions Development)			■		
Benchmarking our Services				■	

NHS 24 Annual Planning Timeline 2019/20

ClINICAL GOVERNANCE COMMITTEE

STRATEGIC REPORTS & DECISION POINTS	Mar-19	May-19	Aug-19	Nov-19	Feb-20
SPRA Proposal & Operating Plan 19/20	■				
Performance Framework	■	■	■	■	■
Quality Improvement Progress Report	■	■	■	■	■
Estates Strategy					■
Digital Strategy		■			■
GPT Service Development			■		
Mental Health Redesign Development			■		
Technology & Data Strategy		■			■
Brexit Position Report				■	
Waiting Time Improvement Programme		■	■		■
Supporting Primary Care Sustainability		■		■	■
New Service Model & Implementation Plan					
Staff Engagement Plan					
Business Intelligence & Reporting Proposal					
Workforce Plan					
SPRA 19/20 Mid Year Review				■	
SPRA Proposal & Development 20/21				■	■
2018/19 Annual Reports Commitees		■			
2018/19 Annual Accounts & Assurance Packs					
2018/19 Annual Review Preparation					
Winter Plan			■		
Risk Management Strategy					
2018/19 Annual Report (Comms)					
Easter Plan				■	
Corporate Governance Framework					

QUALITY AND PERFORMANCE STANDING ITEMS	Mar-19	May-19	Aug-19	Nov-19	Feb-20
Clinical Risk Register	■	■	■	■	■
National Quarterly Healthcare Quality Report	■	■	■	■	■
Organisational Resilience Report	■	■	■	■	■
Patient Experience Survey Report	■	■	■	■	■
National Clinical Governance Group	■	■	■	■	■
Clinical Advisory Group	■	■	■	■	■
Dental Advisory Group	■	■	■	■	■
Clinical Directors Report	■	■	■	■	■
Clinical Governance & QI Improvement Action Plan	■	■	■	■	■
Public Protection	■	■	■	■	■
PPF Annual Report	■				■

STAFF GOVERNANCE COMMITTEE

STRATEGIC REPORTS & DECISION POINTS	Mar-19	May-19	Aug-19	Nov-19	Feb-20
SPRA Proposal & Operating Plan	■				■
Performance Framework & New KPI's	■				■
Quality Improvement Progress Report					
Estates Strategy		■	■		■
Digital Strategy		■			■
GPT Service Development				■	
Mental Health Redesign Development				■	
Technology & Data Strategy		■		■	■
Brexit Position Report				■	
Waiting Time Improvement Programme					
Supporting Primary Care Sustainability					
New Service Model & Implementation Plan		■	■	■	
Staff Engagement Plan			■	■	
Business Intelligence & Reporting Proposal					
Workforce Plan		■			
SPRA 19/20 Mid Year Review				■	
SPRA Proposal & Development 20/21					
2018/19 Annual Reports Commitees		■			
2018/19 Annual Accounts & Assurance Packs					
2018/19 Annual Review Preparation					
Winter Plan					
Risk Management Strategy					
2018/19 Annual Report (Comms)					
Easter Plan					
Corporate Governance Framework					

QUALITY AND PERFORMANCE STANDING ITEMS	Mar-19	May-19	Aug-19	Nov-19	Feb-20
Workforce Risk Register	■	■	■	■	■
Workforce Performance Report	■	■	■	■	■
APF Report	■	■	■	■	■
Area Health & Safety Report	■	■	■	■	■
Staff Engagement Report	■	■	■	■	■
Leadership Development Programme Report	■	■	■	■	■
iMatter Report	■	■	■	■	■
Supporting Wellbeing & Attendance at Work Report	■	■	■	■	■

AUDIT AND RISK COMMITTEE

STRATEGIC REPORTS & DECISION POINTS	Mar-19	Jun-19	Aug-19	Nov-19	Feb-20
SPRA Proposal & Operating Plan 19/20					
Performance Framework	●				
Quality Improvement Progress Report					
Estates Strategy					
Digital Strategy					
GPT Service Development					
Mental Health Redesign Development					
Technology & Data Strategy					
Brexit Position Report	●	●	●	●	●
Waiting Time Improvement Programme					
Supporting Primary Care Sustainability					
New Service Model & Implementation Plan					
Staff Engagement Plan					
Business Intelligence & Reporting Proposal					
Workforce Plan					
SPRA 19/20 Mid Year Review				●	●
SPRA Proposal & Development 20/21					
2018/19 Annual Reports Commitees		●			
2018/19 Annual Accounts & Assurance Packs		●			
2018/19 Annual Review Preparation		●			
Winter Plan					
Risk Management Strategy				●	
2018/19 Annual Report (Comms)					
Easter Plan					
Corporate Governance Framework			●		

QUALITY AND PERFORMANCE STANDING ITEMS	Mar-19	Jun-19	Aug-19	Nov-19	Feb-20
Corporate & Strategic Risk Register	●	●	●	●	●
Hospitality Register					
Annual Confirmation of Committee Membership					●
Register of Interests					●
Internal Audit Plan	●				
Internal Audit Reports	●	●	●	●	●
Internal Audit Annual Report		●			
External Audit Plan		●			
External Audit Reports					
External Audit Annual Report	●	●			
CIPFA Governance Review Report Action Plan				●	
Audit Scotland Annual Overview Report					

FINANCE AND PERFORMANCE COMMITTEE

STRATEGIC REPORTS & DECISION POINTS	Mar-19	May-19	Aug-19	Nov-19	Feb-20
SPRA Proposal & Operating Plan 19/20	●				●
Performance Framework & New KPI's				●	●
Quality Improvement Progress Report					
Estates Strategy	●		●		●
Digital Strategy	●		●		●
GPT Service Development		●		●	●
Mental Health Redesign Development		●		●	●
Technology & Data Strategy	●			●	●
Brexit Position Report		●	●	●	
Waiting Time Improvement Programme		●	●		●
Supporting Primary Care Sustainability		●		●	●
New Service Model & Implementation Plan	●			●	
Staff Engagement Plan					
Business Intelligence & Reporting Proposal	●		●		
Workforce Plan					
SPRA 19/20 Mid Year Review			●		
SPRA Proposal & Development 20/21					●
2018/19 Annual Reports Commitees		●			
2018/19 Annual Accounts & Assurance Packs					
2018/19 Annual Review Preparation					
Winter Plan			●		
Risk Management Strategy					
2018/19 Annual Report (Comms)					
Easter Plan				●	
Corporate Governance Framework					

QUALITY AND PERFORMANCE STANDING ITEMS	Mar-19	May-19	Aug-19	Nov-19	Feb-20
Corporate & Strategic Risk Register	●	●	●	●	●
Service Quality Report	●	●	●	●	●
Workforce Performance Report	●	●	●	●	●
Financial Performance Report	●	●	●	●	●
Facilities Report	●		●		●
Procurement Report	●	●	●	●	●
Information Governance & Security Report	●		●		●

Annex 2 - Draft Schedule of NHS 24 Board and Committee Dates