

**NHS 24
BOARD**

**27 AUGUST 2020
ITEM NO: 10.2
FOR ASSURANCE**

UPDATE ON STRATEGIC PLANNING

Executive Sponsor:	Director of Service Development
Lead Officer/Author:	Associate Director of Planning and Performance
Action Required	The Board are asked to note this update paper and proposed enhancements to the strategic planning process.
Key Points for this Committee to consider	<p>Following an update to the May 2020 Board, this paper provides the Board with further information on the revised process to strengthen the current strategic planning (SPRA) arrangements.</p> <p>Although work was already underway to strengthen our planning processes, with the recent service expansions (24/7 Mental Health and proposed 24/7 urgent care pathway), it is even more critical that we have strong planning processes in place to support well-co-ordinated and structured plans for the development of the services and to enable us to respond to external demands.</p> <p>Due to timings, this paper is to be discussed and approved by EMT on 18 August 2020. Any proposed revisions will be verbally communicated to the Committee during the meeting.</p>
Strategic alignment and link to overarching NHS Scotland priorities and strategies	The proposed improvements seek to ensure that the NHS 24 Strategy is kept up to date with ongoing service delivery and service development changes, in particular arising from the emerging RRR programme and with the developing programmes being progressed across NHS Scotland, in response to COVID-19.
Financial Implications	<p>Effective 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.</p> <p>A review is currently underway to determine the level of planning capability and capacity in the organisation to deliver this enhanced process.</p>
Equality and Diversity	The proposed update to the strategic planning process and subsequent development of the Respond, Recover and Renew work will be assessed for impact in relation to equality and diversity.

1. RECOMMENDATION

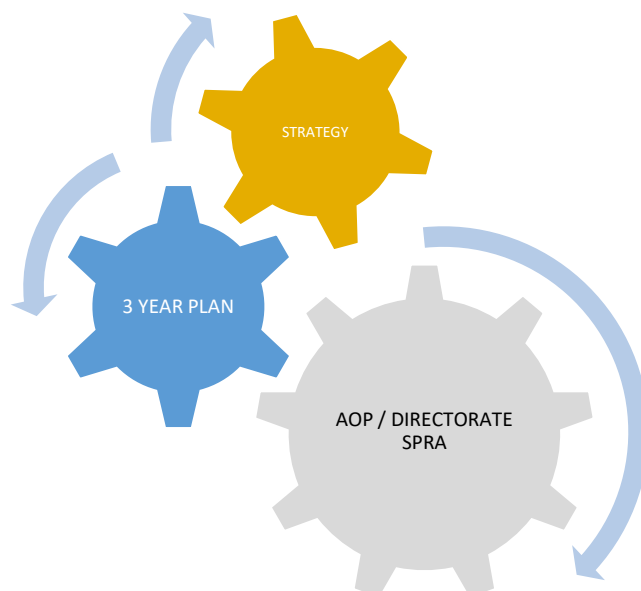
- 1.1 The Board are asked to note this update paper, and associated refinements, to strengthen the current strategic planning arrangements.

2. BACKGROUND

- 2.1 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. Following this, a Strategic Planning Resource Allocation (SPRA) Bi-Monthly process was approved by the Finance & Performance Committee in May 2019.
- 2.2 A number of updates have been brought back to the Committee over the past twelve months, highlighting refinements to the strategic planning process. This paper provides a further update on proposed enhancements.
- 2.3 Although work was already underway to strengthen our planning processes, with the recent service expansions (24/7 Mental Health and proposed 24/7 urgent care pathway), it is now even more critical that we have strong planning processes in place to support well-co-ordinated and structured plans for the development of the services and to enable us to respond to external demands.

3. NHS 24 STRATEGIC PLANNING RESOURCE ALLOCATION (SPRA) PROCESS

- 3.1 The Strategic Planning Resource Allocation (SPRA) is the process which NHS 24 has developed to ensure clear alignment to the overall organisational strategy and resource allocated to each Directorate. Currently, the directorate positions are discussed, prioritised and consolidated then considered as a whole by the EMT. As illustrated below, this refinement will strengthen the link between strategic priorities, the AOP and directorate-level plans. It will also inform the development of annual EMT objectives.



- 3.2 Work has been underway to further refine the SPRA process to reflect the current focus of resource on COVID-19 and knock-on impact of delivery of 2020/21 AOP priorities. We have also taken the opportunity to further incorporate a stronger focus on demand modelling, to drive planning of services.
- 3.3 NHS 24 has had its SPRA process in place for a number of years. As part of ongoing refinement, it is proposed that, in addition to the current process of confirming strategic priorities with EMT and then Board, typically beginning the process each October, we will also introduce the development of Directorate Plans that will align and link progress of the Strategy, and Remobilisation Plan, with directorate priorities. This will then include an updated process for associated performance reviews, and quarterly reviews to EMT Strategy and the Board against our Operating Plan.
- 3.4 It is proposed that this process will begin in October, with a view to development of Directorate Plans in January and an overarching Annual Operating Plan by February. This timeline is still to be confirmed by EMT and also in draft whilst we await updated NHS Scotland planning guidance.

4. INTEGRATION OF STRATEGIC PLANNING WITH WORKFORCE AND FINANCIAL PLANNING

- 4.1 A joint paper between Interim Director of Workforce, Interim Director of Finance and Associate Director of Planning and Performance was discussed and approved by EMT on 11 August. This included the development of Directorate plans to align with agreed strategic priorities and Strategic Planning taking overall co-ordination for development of strategic workforce plans, as well as a stronger focus on demand modelling, to drive planning of services.
- 4.2 As part of the improvement to our planning processes, work is underway between Strategic Planning, Workforce and Finance teams to more effectively triangulate strategic planning, workforce and finance. In establishing Directorate Plans, strategic planning, workforce and finance colleagues will work together to support development of individual Directorate Plans. It will also inform the development of annual EMT objectives.
- 4.3 As part of this, a review is currently underway to determine the level of planning capability and capacity in the organisation to deliver this integrated approach.

5. PROCESS AND TIMETABLE

- 5.1 A series of meetings with Directorates will help enable Directors to produce Directorate Plans on time, and in accordance with any National Planning Guidance. It is proposed that Directorate Plans will set out how NHS 24's priorities and objectives will be achieved for the next year and will look ahead to the following two years (i.e. 2022/23 and 23/24). The NHS 24 Operating Plan will incorporate the Directorate Plans, which will be signed off by EMT.
- 5.2 Following first draft of these plans, a draft NHS 24 overarching Operating Plan will be developed and taken to the Board for comment. The timeline for development of the Plans will be discussed and agreed with EMT by 30 September 2020.

NHS 24 GREEN

5.3 In summary, NHS 24 will:

- Align its planning, at organisational and Directorate level.
- Monitor progress on planning through the regular review meetings
- Ensure regular reports on progress to EMT, Committees and NHS 24 Board.