

**NHS 24
NHS 24 BOARD MEETING**

**26 OCTOBER 2023
ITEM NO 9.1
FOR ASSURANCE**

STRATEGIC PORTFOLIO UPDATE

Executive Sponsor:	Steph Phillips, Director of Transformation, Strategy, Planning and Performance
Lead Officer/Author:	John Barber, Head of Strategic Planning
Action Required	The Board is asked to note progress and work underway across NHS 24's Strategic Portfolios.
Key Points for this Committee to consider	<ul style="list-style-type: none"> • The work to develop the NHS 24 2023-28 Corporate Strategy identified the need for strategic portfolios and programmes of work with associated Strategic Delivery Group providing oversight as a working group of Planning & Performance Committee. • Workforce and Digital Transformation portfolios are fully underway with a series of strategic scoping sessions held under the Service Transformation Portfolio. • The SDG will ensure robust review, oversight and reporting that enables collective decision making about the effective allocation of resource and the development of a single prioritised organisational activity/work plan.
Governance process	EMT, PPC and Board have approved the establishment of strategic portfolios and programmes and the Strategic Delivery Group will ensure oversight across the strategic portfolio as a working group of Planning & Performance Committee.
Strategic alignment and link to overarching NHS Scotland priorities and strategies	The NHS 24 Corporate Strategy and corporate delivery plans set out the strategic portfolios and this paper provides an update in line with that.
Key Risks	<p>There is a risk that organisational capacity and future funding will impact on delivery of NHS 24's strategic ambitions.</p> <p>There is a risk that NHS Scotland priorities and policy in key areas remains unclear and evolves beyond the ambition set out in the NHS 24 Strategy and ongoing review and alignment will be required.</p>
Financial Implications	The corporate planning process will align strategic portfolios through the ADP and MTP to the Finance Plan and SPRA process. Any investment above

	agreed finance plan will require Board approved business case.
Equality and Diversity	Full consideration across the strategic portfolio will be an essential requirement.

1. RECOMMENDATION

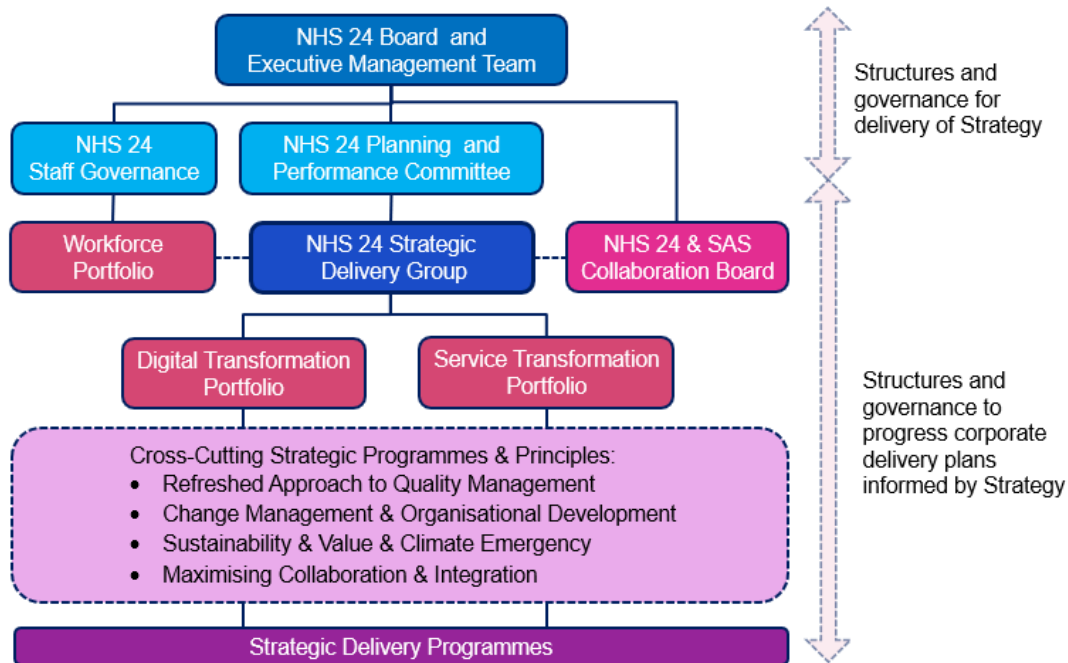
- 1.1. The Board is asked to note the update across the strategic portfolios of work inclusive of digital transformation, service transformation and workforce and the establishment of a Strategic Delivery Group (SDG) to provide oversight and more detailed scheduling of activity and allocative resource planning to support this.

2. TIMING

- 2.1. On 22 June 2023, the NHS 24 Board approved the 2023-28 NHS 24 Corporate Strategy, and the submission of draft ADP and MTP to Scottish Government.

3. BACKGROUND

- 3.1. The development of NHS 24's 2023-28 Corporate Strategy and subsequent corporate delivery plans identified the need for strategic portfolios and programmes of work to drive activity to deliver against the organisation's strategic aims and ambitions and meet Scottish Government recovery priorities
- 3.2. The EMT, PPC and Board have acknowledged the need to balance the management of business as usual and strategic development and change at pace and scale, and that this will require a clear framework for oversight aligned to the corporate governance structure. To that end, the SDG has been established to oversee strategic change activity out with established committee meeting cycles.
- 3.3. It should be noted, however, that the SDG will augment existing governance structures. Reporting and assurance will be through EMT and Planning & Performance Committee to the Board with an overall framework and approach set out in the MTP and approved at EMT and NHS 24 Planning and Performance Committee as set out in the diagram overleaf.



- 3.4. The first meeting of the SDG was held 3rd October, at which the terms of reference were approved confirming the SDG as a working group of the PPC. The purpose of the SDG is to provide agile direction, leadership and oversight of delivery of the strategic portfolios and programmes, as a working group of PPC, and oversight of delivery of strategic and operational change initiatives included within the ADP, MTP in line with the 2023-28 Corporate Strategy.
- 3.5. The SDG will meet on a 6-weekly cycle and is co-chaired by the Chief Executive and the Chair of Planning & Performance Committee. A mapping exercise aligning the strategic ambitions set out within NHS 24’s corporate strategy with the service, digital and workforce portfolios has also been completed and shared with PPC and SDG.

Update: Digital Transformation Portfolio

- 3.6. The Digital Transformation Portfolio formally commenced July 2023. Key stakeholders from NHS 24, together with representation from Scottish Government Digital Health and Care team, Scottish Ambulance Service and National Services Scotland, are included. A clear vision and scope have been agreed.
- 3.7. Several workshops have taken place to review the technical scope and options, service requirements, stakeholder benefits and risks, and commercial options. The outputs of these will inform the development of the Strategic Outline Case

(SOC) as part of development of options and business case(s) and subsequent procurement.

- 3.8. A Prior Information Notice (PIN) has been published against the agreed high-level requirements, specifically in relation to the replacement CRM system at this stage. This is both to raise awareness and test the marketplace and the responses to this are currently under review. This is not formal procurement, however, there has been a high level of interest and over 20 submissions following the PIN.
- 3.9. There are a number of wider organisational components to this portfolio, such as communications and engagement, partner, organisational and technical assurance, and organisational development that require to be scoped out. The commercial / contractual and service options will determine the next stages of planning against these strands of the portfolio with the focus at this stage on scoping and progressing the procurement of a replacement CRM.

Update: Service Transformation Portfolio

- 3.10. The Service Transformation Portfolio is still to meet formally, however, a series of workshops have been held to review the scope against each of the identified workstreams. This recognises that there is already a range of activity underway and planned across each of the five strategic programme areas. These workshops have enabled organisational 'stock take' and further scoping of activity against corporate plans. They have also provided the opportunity to review scope in the context of developments in national policy and programmes; for instance, following the launch of the Scottish Government Mental Health Strategy.
- 3.11. Workshops have taken place for Primary Care Reform, Proactive and Preventative Care, Urgent and Unscheduled Care, and Mental Health. The outputs of these together with the planned current service improvement activity will be collated to determine the full scope of the Service Transformation portfolio with the first formal meeting of the Service Transformation Portfolio Board scheduled for beginning of November.

Update: Workforce Portfolio

- 3.10 The strategic portfolio of work taking forward NHS 24's Workforce Strategy and Plan has established governance and reporting in place through the Staff Governance Committee. There is recognition that workforce and ensuring we have people with the right skills will be fundamental to the success of the other

strategic portfolios and that appropriate linkages and alignment of plans will be required across all areas, where this is yet to be established.

- 3.11 A review of the workforce strategy and workforce plan is underway as we move into year 2 of the 3 year plan.

4. ENGAGEMENT

- 4.1. As the basis for the strategic portfolios, there was extensive engagement to develop the 2023-28 Corporate Strategy and assurance and approval sought through the relevant committees and ultimately the Board. The ADP and MTP have been developed with EMT and approval for submission to Scottish Government via the Board.
- 4.2. The successful delivery strategic portfolios and programmes of work will be through alignment with a rolling MTP and iterative ADP and will be dependent upon ongoing engagement throughout.

5. FINANCIAL IMPLICATIONS

- 5.1. Corporate plans have been aligned to the Financial Plan submitted to Scottish Government and approved by NHS 24 Board. Mechanisms are in place to identify and allocate resource and corporate planning frameworks will ensure alignment to the Strategy.