

<b>NHS 24 BOARD MEETING</b>	<b>27 AUGUST 2020 ITEM 9.4 FOR ASSURANCE</b>
<b>NHS 24 STRATEGIC RISK</b>	
<b>Executive Sponsor:</b>	Medical Director
<b>Lead Officer/Author:</b>	Head of Risk Management and Resilience
<b>Action Required</b>	The Board is asked to review the Strategic Risk Register; <ul style="list-style-type: none"> <li>• Note that given the ongoing response to the COVID-19 pandemic, the establishment of the Respond, Recover, Renew (RRR) workstream the Strategic Risk Register will be developed in order to align with the emerging strategy and decision making.</li> <li>• Provide a Board development session to provide the Board the opportunity to contribute to the strategic risk register.</li> </ul>
<b>Background</b>	<p>For reference, definition of corporate and strategic risks are outlined below:</p> <p><i>Corporate risks</i> are those that if realised, will impact on the short-medium term operational business activity and are owned by the EMT.</p> <p><i>Strategic risks</i> are those risks that if realised will impact on the long-term vision and success of NHS 24 and are owned by the NHS 24 Board.</p> <p>The Audit &amp; Risk Committee have reviewed prior to submission to the NHS 24 Board. An annual Board development session will provide opportunity for members to actively contribute to the strategic risk assessment.</p> <p>The Board will continue to receive quarterly corporate risk register updates.</p>
<b>Financial Implications</b>	Financial implications will be considered as part of the strategic risk identification process.
<b>Timing</b>	There are no timing issues associated with this paper.
<b>Contribution to NHS 24 strategy</b>	This paper supports the overall strategic objectives of NHS 24 by identifying the risks to achieving the NHS 24 strategy.
<b>Contribution: 2020 Vision and National Health and Social</b>	The report will provide assurance to the Board that NHS 24 will monitor strategic risks that relate to or could influence the delivery of wider national policy ambitions.

<b>Care Delivery Plan (Dec 2016)</b>	
<b>Equality and Diversity</b>	An assessment of the Equality and Diversity implications has yet to be carried out. Socio economic policy was considered in the development of the risk register.

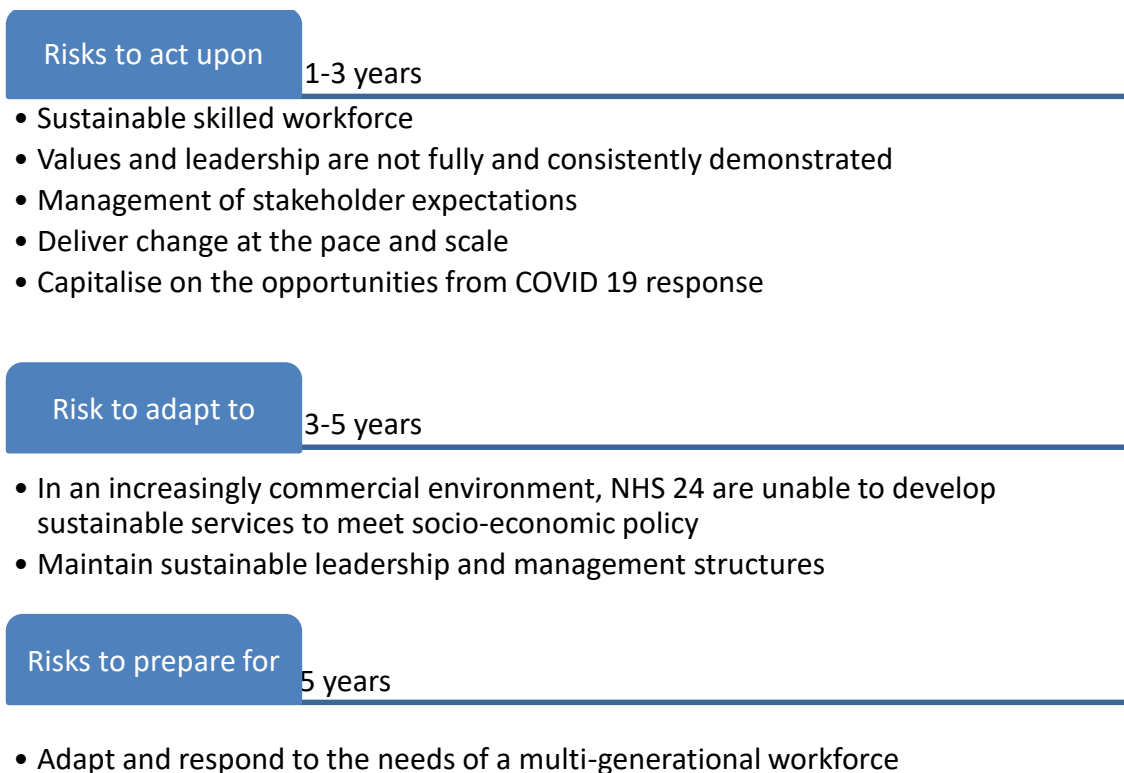
**1. RECOMMENDATION**

1.1 The Board is asked to review the strategic risks and note that further work is required to review the strategic risks in line with the Respond Recover Renew and strategy refresh work. A Board development session will be identified to allow Board members to contribute to the strategic risks.

**2. RISK MANAGEMENT & ALIGNMENT TO ORGANISATIONAL OBJECTIVES**

2.1 The Strategic risks are managed by the Executive Management Team Risks & Opportunities Group, on behalf of the Board, with executive leads identified for each risk. The register will be subject to review twice yearly by the Board, including a Board development session. Given the implications of COVID 19 the strategic risks will be subject to more regular review by the Audit & Risk Committee.

2.2 Risk velocity is an estimate of the time frame within which a risk may occur. Figure 1 below outlines the risks in terms of timeline of action.



- 2.3 The risks are linked to the strategic objectives of:
- Continuous development and delivery of high quality accessible services
  - Making a valued contribution to sustainable whole health & care system reform
  - Adaptable, engaged, skilled workforce
  - An integrated infrastructure to enable delivery of our service
- 2.4 The EMT risks & opportunities group reviewed the strategic risk register and proposed the amendments presented. The EMT propose two corporate risks that were no longer required on the strategic risk register. These are in relation to technology infrastructure capacity and the shift review. These will be managed closely at a corporate level.
- 2.5 Key risks that are under consideration by the EMT relate to the capacity and capability requirements of both frontline and corporate functions to be able to deliver on key strategic objectives. The challenges and opportunities presented as a result of COVID 19 has resulted in NHS 24 reflecting COVID response in their strategic planning. The RRR review continues to consider strategic risk with the EMT risk group to align strategic risk against the strategy refresh.
- 2.6 An additional Board development session is being identified to enable the Board to contribute to the strategic risk register.