

NHS 24 BOARD MEETING		20 OCTOBER 2022 ITEM NO 8.3 FOR ASSURANCE	
STRATEGIC RISK UPDATE			
Executive Sponsor:	Director of Finance, John Gebbie		
Lead Officer/Author:	Head of Risk Management & Resilience, Kevin McMahon		
Action Required	The Board is asked to review the Strategic Risk Register. Feedback was received from the Audit and Risk Committee and is presented to the Board for assurance.		
Key Points for this Committee to consider	The purpose of this paper is to outline the current strategic risk profile, and the process regarding management of strategic risk. This will be subject to continual review as the NHS 24 strategic vision and policy is developed.		
Governance process	The Audit and Risk Committee 11 th August 2022. EMT Risks and Opportunities Group have since reviewed the strategic risk register on 20 th September 2022 prior to the EMT Business Meeting 10 th October 2022.		
Strategic alignment and link to overarching NHS Scotland priorities and strategies	This paper asks the group to consider how this information informs strategic planning.		
Key Risks	The key risks are outlined in this paper.		
Financial Implications	There are no direct financial implications associated with this report. Any financial implications will be highlighted within the risk register attached.		
Equality and Diversity	There are no direct equality and diversity (E&D) implications associated with this report. The Participation and Equalities Manager actively supports risk management process.		

1. RECOMMENDATION

- 1.1. It is recommended that the Board review the content of the Strategic Risk Register and take assurance from the management controls in place to support

the risks. NHS 24 EMT Risks, and Opportunities Group and Strategic Planning Group will monitor the Strategic Risk Register.

2. STRATEGIC RISK PROFILE

- 2.1. **RPND/041870** - There is a risk that NHS 24 technology and capacity constraints limits the solutions/possibilities in the development and improvement of services. The Board recognise the role technology plays in the delivery of strategic objectives and future service needs. Connect Programme and digital governance have been a key area of focus for the EMT.
- 2.2. **RPND/035737** - There is a risk that NHS 24 are unable to deliver change at the pace and scale that will meet NHS 24 strategy and stakeholder expectations. This risk is still applicable as we move through the pandemic to the recovery objectives and the implementation of The Scottish Governments strategic aims.
- 2.3. Upon review of the strategic risks, **RPND/035715** and **RPND/039117** have been merged. Both risks related to a sustainable skilled workforce and our ability to adapt to meet the needs of a future workforce. The risk is now described as: There is a risk that NHS 24 does not adapt and respond to the needs of current and future workforce to enable a sustainably skilled workforce to reliably deliver current and future services (frontline & corporate services).
- 2.4. **RPND/035719** - There is a risk that organisational values are not role modelled in line with strategic intent due to an undefined and inconsistent application of leadership styles across the organisation. Investment in our leadership programme and the development opportunities available is aimed to mitigate this risk.
- 2.5. A new strategic risk has been identified in relation to the current and future financial climate. **RPND/045267**: There is a risk that due to the high degree of financial uncertainty at a national level, NHS 24 do not receive the 2023/24 & 2024/25 funding settlement required to deliver on its strategic objectives. Other concerns in our current environment are high inflation, rising energy costs, pay increases, tough savings targets and funding requirements for Connect Phase 2. The Board are apprised of the current Board and national financial position.
- 2.6. All strategic risks and any risks identified as strategic through the strategic planning cycle will be managed and reported through the strategic risk register.