

<p>NHS 24 BOARD MEETING</p> <p style="text-align: right;">28 APRIL 2022 ITEM NO 9.4 FOR ASSURANCE</p> <p style="text-align: center;">CORPORATE STAKEHOLDER ENGAGEMENT UPDATE</p>	
Executive Sponsor:	Director of Workforce, Jacqui Hepburn
Lead Officer/Author:	Head of Stakeholder Engagement & Insight, Arlene Campbell
Action Required	The Board is asked to note the Corporate Stakeholder Engagement Update
Key Points to consider	<p>This paper provides the Board with an update on the development of a refreshed and strengthened corporate Stakeholder Engagement Framework.</p> <p>Effective and coordinated stakeholder engagement is a critical component of good corporate governance.</p> <p>The Framework sets out a high-level approach within which NHS 24 can develop increasingly effective and appropriate means of engaging with its many stakeholders both internal and external.</p> <p>EMT has considered and agreed the approach set out within the Framework and will monitor a programme of work in developing and embedding all aspects of this refreshed approach.</p> <p>It is proposed that the Board receive regular updates against progress as well as involvement through Board Workshop Sessions to ensure continued alignment with objectives and strategic priorities</p>
Governance process	Proposed Framework outlining refreshed stakeholder engagement approach presented to and approved by EMT, March 2022. To be presented at Staff Governance Committee and Clinical Governance Committee, May 2022. This update paper is being presented to Board aligned with an existing action to update at April session.
Strategic alignment and link to overarching NHS Scotland priorities and strategies	<p>This significant programme of corporate stakeholder engagement supports the organisations mission - Connecting. Caring. Collaborating - across all stakeholder groups</p> <p>Supports NHS 24 to meet its aligned legislative requirements</p>
Key Risks	<p>Lack of meaningful coordinated engagement resulting in reputational risks and limiting strategic opportunities.</p> <p>Not meeting our legislative duties in relation to community engagement and public involvement.</p>

	Not meeting the requirements and our commitments set aligned with the Staff Governance Standard NHS Services not meeting needs of the public
Financial Implications	Currently, there are no financial implications to highlight.
Equality and Diversity	The proposal set out in advancing a consolidated approach to stakeholder engagement is intended to help underpin and promote all aspects of equality, diversity and human rights across the breadth of our stakeholder groups.

1. BACKGROUND

- 1.1 As we mark 2 years of the COVID-19 pandemic, we are entering a new phase; our society has changed and we are operating in a different landscape with re-defined priorities, changed expectations and new ways of working.
- 1.2 The national planning landscape is beginning to shift from short-term remobilisation towards more medium to longer term recovery and wider strategic policy development and NHS 24 is at this same time setting out its high-level strategic intent.
- 1.3 In this context, it is important that we also take the opportunity to survey and re-set our corporate stakeholder engagement approach to ensure that we are listening to, informing, collaborating with and involving our many and varied stakeholders both across our organisation and our external health and care landscape and beyond.
- 1.4 The Executive Management Team has considered and agreed to a programme of work aligned with strategic priorities and a refreshed approach in engaging NHS 24s stakeholders in ways which aim to meet the needs and expectations of all.

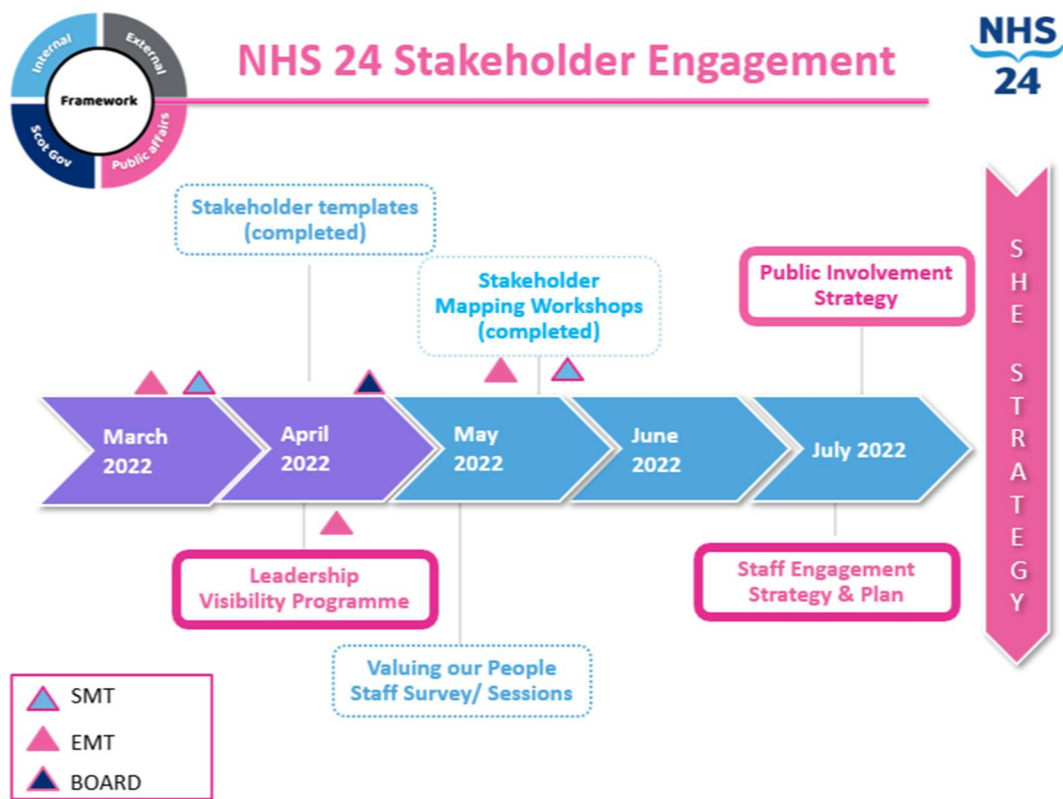
2. APPROACH / SUMMARY OF KEY PROGRESS

- 2.1 Stakeholder groupings have been identified under 4 key pillars cutting across **Scottish Government, Public Affairs, external** stakeholders both **professional and public** and our internal **workforce**. A strengthened programme of engagement across these areas will lead to greater visibility and understanding of our relationships, roles, responsibilities and dependencies, a greater understanding of our stakeholder needs and ultimately better outcomes for all.
- 2.2 Whilst an over-arching framework has been positioned based on these 4 pillars which will set the foundations for a strengthened approach to stakeholder engagement, details of individual approaches to engaging with these particular groups will be set out in a number of linked, but separate plans as these will be customised in order to meet the particular needs of each group aligned with both their priorities and ours.
- 2.3 Key activities are being scoped/planned to enable identification of needs and priorities and key milestones set, including:
 - 2.3.1 Internal Stakeholder Engagement: Two key areas of work are currently in progress (1) 'Valuing our People' discovery exercise which will identify needs and underpin

the development of our overarching Staff Engagement Strategy (2) Visible Leadership Programme planning 22/23

2.3.2 External: Refreshed exercise in stakeholder identification is underway with Stakeholder mapping and prioritisation sessions being planned for May 2022 with EMT/SMT. The output will directly influence activity planning, roles and responsibilities.

2.3.3 Public Involvement Strategy: ‘Discovery’ and engagement being scoped in conjunction with colleagues internally and Healthcare Improvement Scotland (HIS) Community Engagement to ensure alignment with recently refreshed Scottish Government guidance on community engagement and participation, ‘Planning with People’ (2021)



3. IN SUMMARY

3.1 This reset of our corporate stakeholder engagement approach is intended as iterative and will continually evolve based on the ever-changing needs and priorities of our many and varied stakeholders and the landscape in which we operate.

3.2 It is proposed that the Board receive regular updates against progress as well as involvement through Board Workshop Sessions to ensure continued alignment with objectives and strategic priorities