

<b>NHS 24 BOARD MEETING</b>		<b>24 FEBRUARY 2022 ITEM NO 8.3 FOR APPROVAL</b>	
<b>STRATEGIC RISK UPDATE</b>			
<b>Executive Sponsor:</b>		Medical Director, Laura Ryan	
<b>Lead Officer/Author:</b>		Head of Risk Management and Resilience, Kevin McMahon	
<b>Action Required</b>		The Board is asked to note the update regarding strategic planning and approve the approach.	
<b>Key Points</b>		The purpose of this paper is to outline the current strategic risk profile and the process regarding risk management and its alignment to strategic planning.	
<b>Date presented to EMT and relevant Committee</b>		EMT Risks and Opportunities Group review and endorsed the approach at their meeting on 24 January 2022.  The Audit & Risk Committee reviewed and endorsed the approach at their meeting on 10 February 2022  The EMT Business Meeting reviewed and endorsed the approach at their meeting on 15 February 2022.	
<b>Strategic alignment and link to overarching NHS Scotland priorities and strategies</b>		This paper provides an overview how risk will align to the strategic planning process.	
<b>Key Risks</b>		The key risks are outlined in this paper.	
<b>Financial Implications</b>		There are no direct financial implications associated with this report. Any financial implications will be highlighted within the risk register attached.	
<b>Equality and Diversity</b>		There are no direct equality and diversity (E&D) implications associated with this report. The participation and Equalities manager actively participates in risk management process.	

## 1. RECOMMENDATION

1.1. It is recommended that the Board take note that risk management will be a key element of the strategic planning process for determining the opportunities for NHS 24 and approve the approach. The current strategic risk register is monitored by the EMT Risks & Opportunities Group.

## 2. STRATEGIC RISK PLANNING

2.1. The purpose of this paper is to outline the current strategic risk profile and the process regarding strategic risk management and its alignment to strategic planning.

2.2. The Strategic Planning Board paper in December 2021 outlined the approach taken in the development of a new NHS 24 corporate strategy. Work has commenced to seek views on the strategy using our current strategic priorities as a reference point (see figure 1).

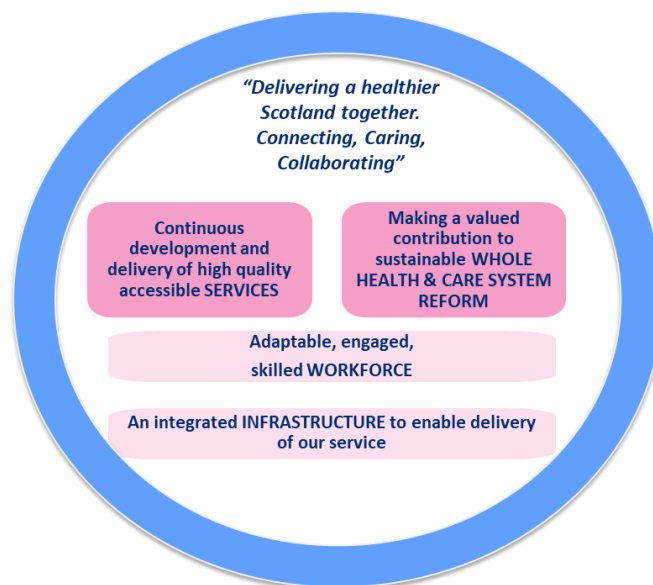


Figure1.

2.3. Risk management information is aimed to support informed decision making; both corporate and strategic risks will support the development of a new strategy. The Executive Management Team (EMT) Risks & Opportunities Group will play a key role in this process with the risk management and strategic planning teams closely linked to support this. A key purpose of this group as stated in the terms of reference as horizon scanning for future opportunities, threats and risks linked to the NHS 24 Strategy. The EMT R&O Group will seek opportunity and link risks and opportunities to the strategic objectives of the organisation.

- 2.4. Due to the priorities from the pandemic and remobilisation plans the EMT Risk & Opportunities Group have focussed on the short term – medium term. The group will be expected to be a key contributor to the strategic planning process in the coming months. This will include the engagement and validation phase by considering the current corporate and strategic risk profile that the strategy will aim to address and the risks to achieving strategic objectives. Further information on the strategic planning process will be provided to the Planning & Performance Committee on the 14<sup>th</sup> February 2022 and the Board on the 24<sup>th</sup> February 2022.
- 2.5. Our current strategic risk profile considers some of the key pillars of a strategy regarding leadership and values, workforce, delivery at pace and scale, stakeholder expectations and technology. The attached document provides our current strategic risk register.

### 3. STRATEGIC RISK PROFILE

- 3.1. **RPND/039117** - There is a recognition that workforce is key to achieving our strategic objectives. There is a risk that NHS 24 is not able to adapt to meet the needs of a future workforce to deliver a skilled workforce. A number of initiatives detailed in the mitigation underway and planned to support this. This is in the post pandemic working environment and a longer term strategic challenge.
- 3.2. **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 Scottish Governments strategic aims.
- 3.3. **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.
- 3.4. **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.