

<p><b>NHS 24 BOARD MEETING</b></p> <p style="text-align: right;"><b>24 FEBRUARY 2021 ITEM NO 9.2 FOR ASSURANCE</b></p> <p style="text-align: center;"><b>STRATEGY DEVELOPMENT</b></p>	
<b>Executive Sponsor:</b>	Director Service Delivery, Steph Phillips
<b>Lead Officer/Authors:</b>	Director Service Delivery, Steph Phillips
<b>Action Required</b>	The Board is asked to note the approach to development of NHS 24's strategic intent.
<b>Key Points for the Planning and Performance Committee to consider</b>	<ul style="list-style-type: none"> <li>• NHS 24 is developing a strategic intent document setting out the direction of travel head of the development of a full strategy beyond 2022/23.</li> <li>• Work has been progressing to gather input from a range of internal and external stakeholders and complete a review of the policy landscape</li> <li>• The approach being taken is set out in the attached appendix to this paper. Planning &amp; Performance Committee have discussed the approach and a full Board development session is scheduled for March.</li> </ul>
<b>Timescale</b>	Strategic intent document to be developed by end March with fuller strategy developed in 2022/23 on that basis.
<b>Financial Implications</b>	Delivery of the strategy once approved will be through established planning, inclusive of finance and workforce, on a 1 to 3 year basis approved by Board.
<b>Strategic alignment and link to overarching NHS Scotland priorities and strategies</b>	The role of NHS 24 has evolved over the last two years and this is an ideal point at which to be reviewing NHS 24's strategic intent. The developing policy landscape, not least the development of the National Care Service, will influence the strategic framework for NHS Scotland and NHS 24.
<b>Equality and Diversity</b>	At this stage there are no issues, however, this will be a clear imperative in the development of NHS 24's strategic intent and subsequent strategy

## **1 BACKGROUND**

- 1.1. The national planning landscape is beginning to shift from short-term remobilisation towards more medium to longer term recovery and wider strategic policy development. This reflects, for instance, the consultation ongoing around the proposals for a National Care Service for Scotland, and a number of significant policy drivers over the coming months.
- 1.2. In that context, NHS 24 is working to set out its high-level strategic intent over the coming weeks, building on the significant organisational and service changes delivered over the last two years, and recognising the opportunities

## **2. APPROACH**

- 2.1. A strategic intent document is being developed, which will set out NHS 24's strategic direction in the short-medium and long-term. This will recognise both the need for consolidation and alignment with national recovery planning but will also articulate the organisational strategic direction in the context of an evolving health and social care landscape.
- 2.2. Work has been progressing on the development of NHS 24's strategy, with the 'gathering views' engagement and horizon scanning work progressing throughout the second half of 2021. This has provided a breadth of internal and external views to inform our thinking. A specific piece of policy analysis has also been undertaken to review the landscape and the prime drivers that will shape that strategic intent for NHS 24.
- 2.3. The attached appendix sets out the timeline and approach up to March 2022 and beyond as NHS 24 looks to develop its fuller strategy as the policy landscape evolves.
- 2.4. Planning & Performance Committee in February discussed the approach set out and the key themes emerging and for further consideration.
- 2.5. A fuller strategic development session with the full Board is scheduled for March as a key part of the approach underway.

## **3. RECOMMENDATION**

- 3.1. The Board is asked to note the approach to development of NHS 24's strategic intent.

Appendix: Overview of approach and timescales