

NHS 24 BOARD MEETING		22 JUNE 2023 ITEM NO 10.2 FOR APPROVAL	
RISK MANAGEMENT ANNUAL REPORT 2022/23			
Executive Sponsor:	John Gebbie, Director of Finance		
Lead Officer/Author:	Kevin McMahon, Head of Risk Management and Resilience		
Action Required	This paper is provided to the Board for approval.		
Key Points	<p>The Report provides the Board with a summary of the risk management activity during 2022/23.</p> <p>NHS 24 Risk Management maturity continues to develop with positive engagement with the Board, executive and senior management teams.</p> <p>NHS 24 continues to ensure risk-based decision making informs our strategy and planning.</p>		
Governance process	Before presentation to the Board, the paper has been discussed by the Executive Management Team 12 June 2023 and presented to the Audit and Risk Committee on 08 June 2023.		
Strategic alignment and link to overarching NHS Scotland priorities and strategies	<p>This paper provides assurance to the Board that there is an effective risk management process in place to support delivery of key strategic priorities and supporting documentation below:</p> <ul style="list-style-type: none"> • NHS 24 Strategy • Annual Delivery Plan • Medium Term Plan 		
Key Risks	Effective risk-based decision making informs our planning.		
Financial Implications	There are no direct financial implications associated with this report.		
Equality and Diversity	<p>There are no direct equality and diversity (E&D) implications associated with this report.</p> <p>The Participation and Equalities manager actively participates in risk management process.</p>		

1. RECOMMENDATION

- 1.1 The Board is asked to approve and take assurance from the risk management activity during the period from 1 April 2022 to 31 March 2023.

A decorative graphic in the top-left corner consisting of three overlapping circles: a large dark blue circle at the top, a medium pink circle below it, and a smaller light blue circle at the bottom.

Risk Management Annual Report 2022/23

Amber: This document is for NHS 24 Internal use only and not for sharing

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Highlights

The Audit & Risk Committee have been kept informed of the improvements in risk management through the risk management maturity plan. Key highlights over 2022/23 are noted below:

- An updated risk management framework, based on feedback from users, learning from incidents and experience.
- A risk appetite statement that has been reviewed twice this year to help inform our strategic thinking and development of the strategy.
- Reviewed, updated and reported strategic and corporate risk registers.
- Our risk management and organisational resilience modules sit at 90% and 93% compliance respectively.
- New and more frequent methods of reporting risk to the Senior Management Team and Executive Management Team.
- Use of the Corporate Escalation Process to manage concurrent risk across NHS 24.
- Board development sessions on risk management and corporate escalation.
- Reporting of Corporate Escalation status to the Board.

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Recommendation

The Board are asked to note and take assurance from the risk management activity during the period from April 2022 to March 2023.

Introduction

In line with previous years, NHS 24 and NHS Scotland has required to manage a range of concurrent risks based on the challenges faced while recovering from the pandemic. The value of the service NHS 24 provide to the public has never been greater as we try to support wider system pressures. As we aim to achieve our corporate objectives we are faced with many challenges, meaning the importance of effective risk management and governance arrangements has never been greater.

Background

Our 111 service was expanded since 2020 to provide 24/7 care 365 days a year, through a range of services to meet the needs of the public of Scotland. Risk management processes have supported the delivery of services as we make informed decisions of how to provide services that meet the needs of the public. To achieve this NHS 24 has continues to value our staff and meet their needs, with workforce planning mitigating key risks including recruitment, retention, and staff wellbeing. We have continued to improve our estate to effective working environment and deliver the Connect Programme that provides greater resilience on our ICT infrastructure.

NHS 24 continues to look forward through our Workforce Strategy, Finance Strategy, Medium term plan, and the development of a new Corporate Strategy.

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Risk Management Maturity

In 2022/23 NHS 24 aims to continually to develop and mature its risk management processes to ensure risk management is an essential component to our strategic and operational management. The NHS 24 Risk management strategy was approved by the Audit & Risk Committee in August 2022. This document outlines the opportunities for effective risk management to support the delivery of key objectives.

Governance & Reporting

NHS 24 also revised its Enterprise Risk Management Framework and presented this for information to the Audit & Risk Committee in August 2022. The framework is the operational process that describes how risk is managed in NHS 24. The purpose of a robust approach to risk management is to ensure that risks are managed consistently at strategic, operational and programme levels throughout the organisation.

We have presented a risk report to each Board and Sub-Committee Committee throughout the year. This supports Board assurance and provides the Board the ability to make informed decisions. To support the output of presentation of risks to the Board, NHS 24 has a robust process of engagement, discussion and reporting on the risks we face. Figure 1. demonstrates all the formal structures where risk is reported. At the centre of this is appropriate discussion on the objectives we have to meet, the risks we face, the steps we need to take to mitigate these, and how this impacts on the decision we take. Examples of this is how the workforce risks have influenced the NHS 24 Workforce Strategy and Plan 2022-2025. This addresses key areas such as; recruitment, staff wellbeing, and attendance.

The Connect Programme is another example whereby our risk profile has significantly changed during 2022/23. The programme was designed to address some key risks and stabilise our technology estate, deliver better connectivity, security, and user experience for everyone working at NHS 24 by installing up to date hardware and software systems. Figure 2. demonstrates the shift in risk profile over 2022/23.

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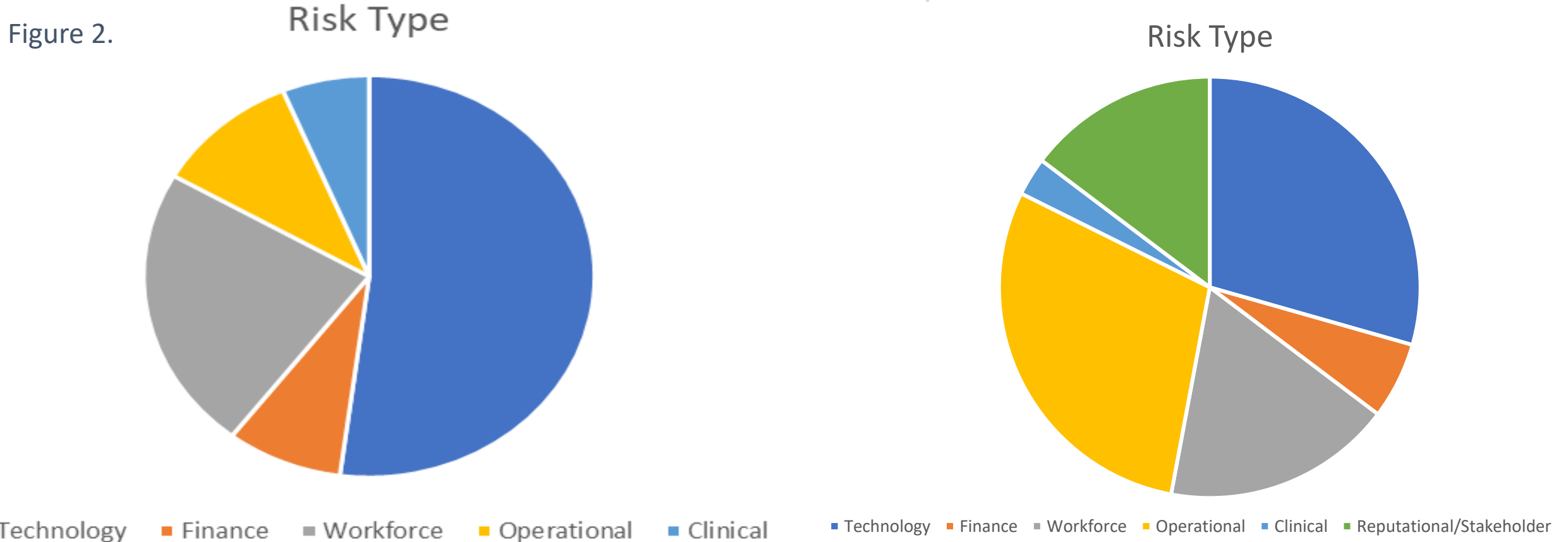
Figure 1.



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Corporate Risk Profile March 2022

Corporate Risk Profile March 2023



The Connect Programme has mitigated a number of the ICT infrastructure risks over this period. A number of the remaining technology risks relate to legacy risk infrastructure and future service needs and innovation opportunities.

In developing the Workforce Strategy and Plan 2022-25 a number of risks were identified that needed to be addressed. These are reflected in the current corporate risk register.

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Risk Appetite

The NHS 24 risk appetite has been kept under review by the Strategic Planning Group, the Executive Team, and the Audit & Risk Committee, throughout 2022/23 to ensure that the risks NHS 24 are willing to accept in pursuit of our objectives is accurately reflected in our risk profile. With the development of our strategic intent and our draft corporate strategy, the risk appetite has effectively contributed to the decision making on strategic objectives. The Strategy outlines our focus on the internal challenges that need to be addressed, whilst providing a critical role in NHS Scotland. The Audit & Risk Committee reviewed the risk appetite statement twice in 2022/23 for this purpose.

Corporate Escalation Process

The purpose of the Corporate Escalation Process is to provide an escalation pathway that the full organisation can use. It identifies specific triggers, risks, actions, roles and responsibilities to respond, recover and to maintain operational continuity. The SMT actively manage and report on this process on a weekly basis to the EMT. The process was part of a development session for the Board to outline how NHS 24 manage concurrent risks as part of management controls within a 3 lines of assurance model.

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A Look Ahead

There is no doubt challenges ahead for NHS 24. Financial resources will require to deliver sustainable services while providing the maximum value. Risk management can support identifying opportunities for improvement and encouraging measurement of benefits.

There is a risk in relation to recruitment of key roles nationally within health and social care, with NHS 24 not immune to this recruitment risk.

There are other driving factors that are important to consider including the ensuring our services meet the needs of the public. The proactive engagement in the strategy will provide an intelligence led basis for decision making. This will be evident in our decision making over the future digital model of NHS 24.

Our capacity and capability to deliver on digital transformation at pace and scale will be challenged during this period.

Our contribution to the public health agenda, improved health outcomes, and climate emergency will also be a key feature of the Boards delivery objectives in the year ahead.

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Objectives in 2023/24

An outstanding objective has been the implementation of a new risk management software Respond. It is expected this will be implemented during 2023/24 across NHS 24. The aim will be to embed its use for risk management purposes through training. The anticipated benefits of this will produce enhanced risk management information to information decision making and better understand our risk profile. This will include a Key Risk Indicator dashboard.

As we approach 2023/24 and our ADP, Medium Term Plan and Corporate Strategy are implemented, the risk management processes will continue to be refined to keep up with the pace of change in NHS 24. Therefore a review of the risk management approach will be undertaken to ensure it meets stakeholder needs.

Training and education of staff is pivotal in maintaining a level of maturity and integration of risk management within NHS 24. This will be through risk management training as the main focus, but also integration with other training opportunities, such as management & leadership, project management, resilience training.

Engagement with staff on the risks we face is also key. We aim to provide a regular “risk roundup” communication to key internal staff on the risks we face. There will also be other communication articles planned linking risk management to culture and values.