

**NHS 24
BOARD MEETING**

**28 APRIL 2022
ITEM NO xx
FOR ASSURANCE**

CORPORATE RISK REGISTER UPDATE

Executive Sponsor:	Medical Director
Lead Officer/Author:	Head of Risk Management and Resilience
Action Required	The paper is provided for review, discussion and assurance.
Key Points for this Committee to consider	<p>The Board is presented with all Corporate risks scoring 10 or more.</p> <p>Since last presented to the Board (24 February 2022), key changes are as follows:</p> <ul style="list-style-type: none"> • The overall risk profile for NHS 24 has increased. • 9 new risks have been identified • 1 risk has increased • 3 risk scores have reduced • 2 risks have been closed
Date presented to EMT and relevant Committee	<p>Before presentation to the Board, all risks have been reviewed and updated at a directorate level and considered by the following groups:</p> <p>31/03/22: EMT Risks & Opportunities Group 12/04/22: Operational Risk Management Group 19/04/22: EMT Business Meeting</p>
Strategic alignment and link to overarching NHS Scotland priorities and strategies	This paper provides assurance to the Board that there is an effective risk management process in place to support delivery of the NHS 24 contribution to our Remobilisation Plan and Strategic Intent.
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 participates in risk management process.

1. RECOMMENDATION

1.1 The Board is asked to review the risks presented, provide feedback and take assurance on the risk management processes and procedures.

2. RISK MANAGEMENT UPDATE

2.1 The attached Corporate Risk Register provides an update on corporate risks to the organisation scoring 10 and above as at 19 April 2022.

2.2 Internal Audit are currently undertaking an audit of Risk Management processes and the Audit & Risk Committee will be updated on the outcomes of that audit at the June Audit & Risk Committee meeting.

2.3 As the Board are aware, a risk management action maturity plan considers 6 elements Leadership; Risk Strategy & Policy; People; Processes; Risk Handling and Outcomes. The Audit & Risk Committee will be provided with an update.

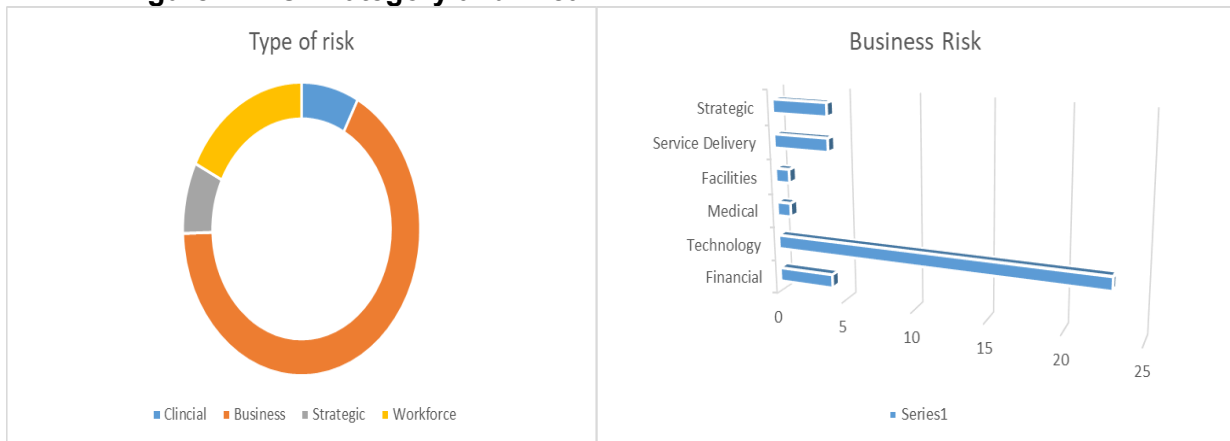
3. RISK SUMMARY

3.1 The risk profile (figure 1) provided in the form of a heat map below highlights the current position of all corporate risks. Previously heat maps only contained risks scoring 10 and above. Trend analysis will be included going forward.

Figure 1. Risk Profile

		Likelihood					Total	
		Rare	Unlikely	Possible	Likely	Almost Certain		
Score		1	2	3	4	5		
Impact	Extreme	5	-	1 (1)	0 (0)	0 (1)	0 (0)	1
	Major	4	-	9	18 (16)	4 (3)	0 (0)	31
	Moderate	3	-	4	4	4 (1)	0 (0)	12
	Minor	2	-	1	2	2	0 (0)	5
	Negligible	1	-	-	-	-	-	-
Total			-	15	24	10	0	49

Figure 2. Risk Category and Area



3.2 In review of our risk profile it is clear that business risks provide the majority of our risks. Business risks are separated into financial risk and operational risk and are defined as:

- Risks that result in actual or potential operational loss or missed opportunity, impacting on the ability to manage finances.
- Risks that affect the ability to deliver our services resulting from failed or systems, processes, resources or infrastructure.

3.3 The charts demonstrate that technology risk provides the majority of business risk. The Connect Programme is working to mitigate the majority of the vulnerabilities. The significant number of corporate technology/digital related risks are as a result of the learning from SEPA cyber incident, which identified it was better to detail out all ICT related risks rather than have high level encompassing risks.

Figure 3. Risk Target Dates



3.4 Risk target dates outline that the corporate risks will reduce in the next 4 months. This is largely related to the timelines associated with technology and Connect Programme advances. The Planning and Performance Committee undertook a full review of ICT related risks in late 2021 and this is on the work plan for August 2022.

Very High Risks

3.5 There are no very high risks presented.

New Risks

3.6 Since previously reported, nine new risks have been raised as follows:

RPND/043987: There is a risk that when the [REDACTED]
[REDACTED] It was expected that the current supplier would continue to support the system therefore previously not perceived as a risk. The company has changed its stance. Short term mitigation is outlined prior to a procurement exercise.

RPND/043863: There is a risk that, following the decommissioning of the Covid pathway, primary care is unable to meet the needs of the public which increases call demand to NHS 24's 111 service in the out of hours period. As part of the decommissioning of the COVID pathway it has been recognised there is uncertainty regarding patient behaviour for the use of 111 services. NHS 24 continue to monitor this to understand the data. As yet, this risk has not been realised but continues to be closely monitored

RPND/043659: There is a risk that if NHS 24 do not retain dentists in the Scottish Emergency Dental Service (SEDS), it limits SEDS ability to appropriately refer complex cases in a safe and timely manner (current dentists contracts due to end June 2022).

RPND/043660: There is a risk that due to predicted limited dentistry recovery in the community and resulting public health consequences, there is consequential increased complexity of presenting symptoms to the Scottish Emergency Dental Service (SEDS) in NHS 24.

Both dental risks highlight that the dental service capacity has yet to recover to full capacity post COVID. This has longer term implications for NHS 24 dental service. There is an opportunity to continue to support Territorial Board dental services.

RPND/044024: There is a risk when the Service Delivery staffing requirement is known, there will be a gap between the current workforce and the actual number required and that gap will be unaffordable. The shift review programme has escalated this risk. A business case is being developed for Executive Team Review and once approved will help mitigate this risk.

RPND/043970: There is a risk that non-frontline staff are anxious and do not have a clear sense of belonging due to the current uncertainty in relation to a potential return to the office/hybrid working model following a long period of predominately homeworking. Mitigation is outlined that will support the needs of staff and NHS 24.

RPND/044131: There is a risk that without a change to national guidance NHS 24 are unable to effectively manage staff absence related to covid-19. NHS 24 managing Covid absence in line with current guidelines, however a long-term sustainable solution is required. Senior engagement with Scottish Government is ongoing.

RPND/043988: [REDACTED]

RPND/043861: There is a risk that NHS 24 does not make progress quickly enough, as pandemic measures are stood down, in relation to improving completion rates of statutory/mandatory training and the re-introduction of structured CPD opportunities. This risk was developed following discussion at the last Staff Governance Committee and will be discussed with the Chair of the Committee ahead of the next Staff Governance Committee meeting.

Reduced Risks

3.7 Since previously reported, three risks have reduced in score as follows:

RPND/042278: At present, we do not [REDACTED]

[REDACTED] As a short term mitigation to this risk NHS 24 have engage with BT for a support model process for initial period of 12months. The initial target date for this risk was March 2022. However, this will be extended to consider the longer term requirements to address this risk.

It should be noted that the scoring of risk RPND/037063 - There is a risk that the NHS 24 would not be able to sustain a safe and effective response to significant additional pressure/demand on services due to current system and resourcing capacity limitations - was considered for reduction, however due to the decommissioning uncertainty and the Easter period it was agreed by this risk should remain high.

RPND/041923: This is a risk that key milestones for Executive Management Team endorsed projects and programmes will not be delivered due capacity and recruitment issues within the PMO. This risk has reduced from 12 to 9. This was reduced following review by the Director of Finance and Head of PMO following the completion of a number of key pieces of work (Estates, FME Decommissioning of covid pathway) reducing the likelihood.

RPND/041565: There is a risk that number of workstations does not meet demand on any given day at any given site. This risk has reduced from 12 to 8 following completion of the majority of fit out works across the estate. However, this remains as an open risk while work is undertaken to better understand the staffing profile following the decommissioning of the pathway and the hybrid working model adopted for back office staff returning to the office.

Closed Risks:

3.8 Since previously reported, two risks have been closed as follows:

RPND/039309: There is a risk that public and partners perceive any negative experience of the National Urgent Care Pathway to be the responsibility of NHS 24. This will be further impacted depending on uncertain pressures. Urgent Care Pathway is now bedded into business as usual and this risk has been mitigated as much as it can be and reduced to an acceptable level.

RPND/041610: There is a risk that patient access times to the 111 service will increase due to displaced service demand. This risk was development due to covid demand and pressures on the wider NHS Scotland system and mitigated by NHS 24 as much as possible within our control. However, although this risk has been mitigated and closed following the decommissioning of the covid pathway, a separate new risk has been raised in relation to the potential impact on demand.

Increased Risk:

3.9 Since previously reported one risk has increased in score as follows:

RPND/039878: There is a risk that NHS 24's Public Protection Team are unable to maintain and discharge all public protection responsibilities due to current resources not meeting increase in demand following the expansion of frontline services. Short term mitigations are in place until additional resource can be identified, the likelihood of this risk has increased due to staff absence within the Team and an increase in referrals.

4. PROGRAMME RISK

4.1 A number of programme related risks are reflected on the risk register including Estates, Connect, Shift Review and Decommissioning of the COVID pathway.