

<p><b>NHS 24 BOARD MEETING</b></p> <p style="text-align: right;"><b>02 MARCH 2023 ITEM NO 8.2 FOR ASSURANCE</b></p> <p style="text-align: center;"><b>RISK MANAGEMENT UPDATE</b></p>	
<b>Executive Sponsor:</b>	John Gebbie, Director of Finance
<b>Lead Officer/Author:</b>	Kevin McMahon, Head of Risk Management and Resilience
<b>Action Required</b>	The paper is provided for review, discussion and assurance.
<b>Key Points for this Committee to consider</b>	<p>The Board is presented with all corporate risks scoring 10 and above.</p> <p>Since previously presented to the Board on 8 December 2022 the key changes are as follows:</p> <ul style="list-style-type: none"> <li>• The overall risk profile has reduced.</li> <li>• 6 corporate risks scoring 10 or above are presented (12 were presented to the previous meeting)</li> <li>• 0 new risks scoring 10 or above have been identified.</li> <li>• 1 new risk scoring less than 10 has been identified</li> <li>• However, a number of new risks are currently being developed as strategy, KPIs and delivery plans evolve and the financial impact of delivering these emerges.</li> <li>• The CIO is also currently raising a risk in relation wide-area network resilience provided by supplier.</li> </ul> <p>Of the 12 corporate risks previously reported:</p> <ul style="list-style-type: none"> <li>• 3 risks have reduced to their target score and are proposed for closure.</li> <li>• 3 risks have been closed.</li> <li>• 1 risk has increased (from 12 to 16)</li> </ul>
<b>Governance process</b>	<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>14/12/22: Operational Risk Management Group  16/01/23: EMT Risks &amp; Opportunities Group  09/02/23: Staff Governance Committee  13/02/23: Planning &amp; Performance Committee  16/02/23: Clinical Governance Committee  21/02/23: EMT Business Meeting  23/02/23: Audit &amp; Risk Committee</p>

<p><b>Strategic alignment and link to overarching NHS Scotland priorities and strategies</b></p>	<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"> <li>• NHS 24 Strategy</li> <li>• Annual Delivery Plan</li> <li>• Key Scottish Government Ministerial Priorities</li> <li>• NHS 24 Realistic Medicine Framework</li> </ul>
<p><b>Key Risks</b></p>	<p>Organisational key risks are outlined in this paper.</p>
<p><b>Financial Implications</b></p>	<p>There are no direct financial implications associated with this report. Any financial implications will be highlighted within the risk register attached.</p>
<p><b>Equality and Diversity</b></p>	<p>There are no direct equality and diversity (E&amp;D) implications associated with this report. The Participation and Equalities manager actively participates in risk management process.</p>

**1. RECOMMENDATION**

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

**2. TIMING**

2.1 The Integrated Governance Committee at its meeting on 6 December 2022, approved moving the Risk Review reporting cycle back to quarterly in line with the Audit and Risk Committee timetable for reporting to the Board.

**3. BACKGROUND**

3.1 In line with the Board’s Standing Orders, the Board has the responsibility to ensure effective management of risks to the quality, delivery and sustainability of services.

**4. RISK MANAGEMENT UPDATE**

4.1 The attached Risk Register provides an update on all corporate risks scoring 10 and above, as at 10 February 2023.

4.2 There are currently 34 corporate risks in total (6 scoring 10 and above and 28 scoring below 10). At the time of the last Committee meeting, there were 40 corporate risks in total (12 scoring 10 and above and 28 scoring below 10). The overall risk profile has continued to reduce, mainly due to completion of Phase 1C of the Connect Programme.

4.3 However, a number of new risks are currently being developed as strategy, KPIs and delivery plans evolve and the financial impact of delivering these

emerges. It is planned that each directorate will undertake a risk session to review current risks and consider emerging risks. The outputs of these sessions will be reported to the next round of Committees and Board.

- 4.4 The Chief Information Officer and senior ICT colleagues are currently developing a new risk in relation to the resilience of key suppliers and dependencies following recent technology system incidents. As per process, major incident reports are expected by suppliers, and an update can be provided at the meeting.

**5. RISK SUMMARY**

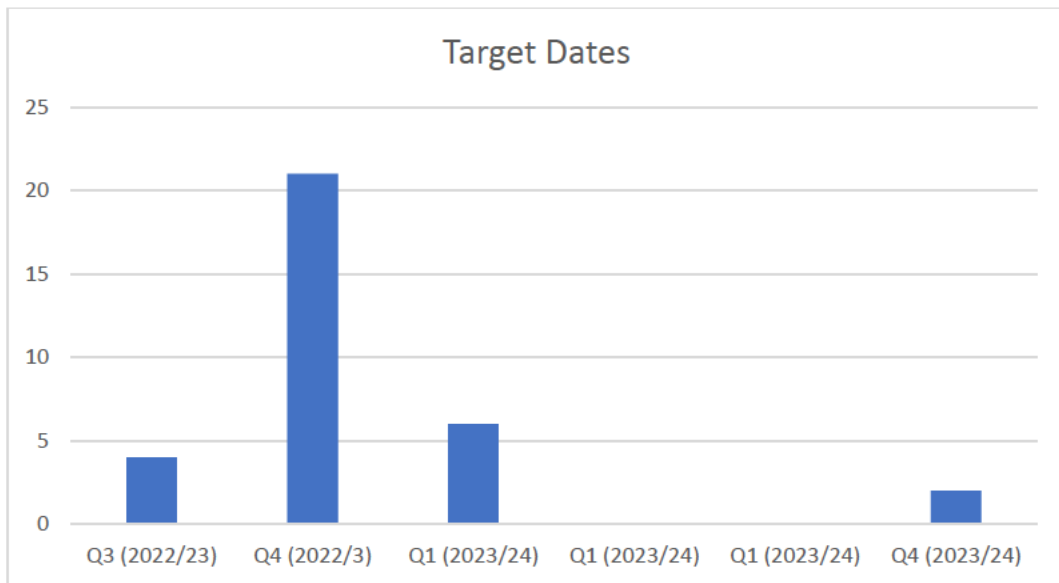
- 5.1 The risk profile (figure 1) provided in the form of a heat map below highlights the current position of all corporate risks.

**Figure 1. Risk Profile**

		Score	Likelihood					Total	Prev Score
			Rare	Unlikely	Possible	Likely	Almost Certain		
			1	2	3	4	5		
<b>Impact</b>	<b>Extreme</b>	<b>5</b>	-	0	0	0	0	0	(0)
	<b>Major</b>	<b>4</b>	-	7	3	2	0	12	(16)
	<b>Moderate</b>	<b>3</b>	1	4	6	1	0	12	(14)
	<b>Minor</b>	<b>2</b>	-	3	2	5	(1)	10	(10)
	<b>Negligible</b>	<b>1</b>	-	-	-	-	-	(0)	
<b>Total</b>			<b>1</b>	<b>14</b>	<b>11</b>	<b>8</b>	<b>0</b>	<b>34</b>	
<i>Prev Score</i>			(1)	(12)	(19)	(7)	(1)	(40)	

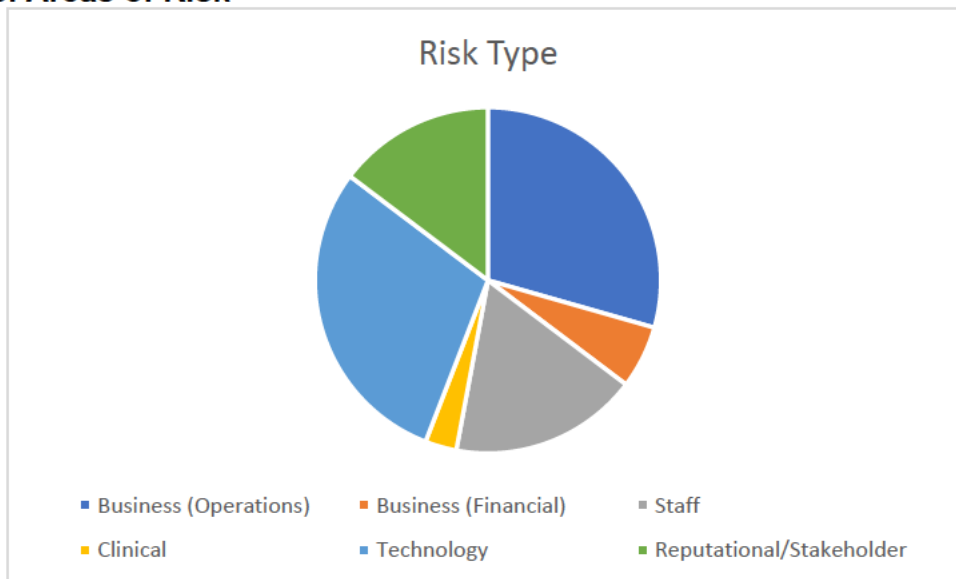
- 5.2 Risk Target Dates (Figure 2 below) outlines that the current risk profile is in line with expectations of a corporate risk that focusses on short to medium term risks.
- 5.3 There are 4 risks with target dates in Q3 of 2022/23. 3 of these risks have reached their target score and proposed for closure and one has been closed (see paras 5.8 and 5.9 below).
- 5.4 A significant number of risks are reported with a target date in Q4 (2022/23). Although some of these risks have reached their target score and are being considered for closure, others have not yet been mitigated to an acceptable level and will be reviewed to assess if target dates are achievable or require to be extended in line with organisational priorities.

**Figure 2. Target Dates**



5.5 Figure 3 below highlights that as the Connect Programme progresses, technology risks are reducing with a more even split between technology, business operations and staff risks.

**Figure 3. Areas of Risk**



**5.6 New Risks**

Since previously reported, 0 new risks scoring 10 and above has been opened. However, 1 new risk scoring less than 10 has been identified as follows:

RPND/045819: There is a risk that the current operational demands on NHS 24 will impact on NHS 24 preparedness for the COVID public Inquiry. This risk currently scores 8, however, progress has been made to identify resource to support the Inquiry.

### 5.7 Increased Risks

Since previously reported, 1 risk has increased in score as follows:

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. This likelihood for this risk was increased prior to festive. However, following review by the Director of Service Delivery post festive, it was agreed this risk would remain high but closely monitored until further development of service improvement plans to provide further resilience.

### 5.8 Reduced Risks

Since previously reported, 3 risks previously scoring above 10 have decreased in score and are proposed for closure. The 3 are technology risks, the mitigating actions have been completed as part of the Connect Programme reducing score to the target score [REDACTED]:

RPND/037596: [REDACTED]  
[REDACTED]  
[REDACTED].

RPND/037567: [REDACTED]  
[REDACTED].

RPND/043294: [REDACTED]  
[REDACTED]  
[REDACTED].

### 5.9 Closed Risks

Since previously reported 7 risks in total have been closed. 3 risks previously scoring 10 and above have been closed as follows:

RPND/044664: [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED].

RPND/042971: there is a risk that due to the high degree of financial uncertainty at a national level, NHS 24 do not receive the 2022/23 funding settlement (or funding decisions delayed into the new financial year) required to deliver on its strategic objectives. Following confirmation being received from the sponsor team on the majority of the 2022/23 allocation it was agreed with the Director of Finance that this risk had been mitigated for 2022/23 to an acceptable level and could be closed. However, a new strategic risk has been raised in relation to the longer term financial uncertainty at a national level and as strategy and delivery plans evolve, the Director of Finance is considering the financial impact of those and any potential emerging risks.

RPND/037590: [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED].

4 risks scoring below 10 have been mitigated to an acceptable level and closed as follows:

RPND/045272: There is a risk that if the [REDACTED] unplanned outage continues for a prolonged period, NHS 24 will be unable to sustain the additional resource required to effectively manage the business continuity process which has been put in place heading into winter. Following the implementation of a fix for the [REDACTED] system issue, this risk was fully mitigated, and this risk approved for closure.

RPND/045206: This is a risk that due to the delays in Connect Programme implementation of ongoing work to improve service performance and help management winter pressures will not be implemented ahead of the winter period. Following agreement and completion of an agreed list of improvement works ahead of festive which mitigated this risk, it was agreed by Service Delivery and Technology teams this risk could be closed.

RPND/036373: Key suppliers are identifying risks against BAU changes being implemented due to components surpassing their end of supported life by their respective vendors. All contract agreements are now complete, and risk has been mitigated and closed.

RPND/036117: [REDACTED]  
[REDACTED]  
[REDACTED]. As reported to the previous meeting, this risk has been mitigated through the Connect Programme and has now been closed

**6. ENGAGEMENT**

6.1 Engagement has included all Executive Management Team members and operational leads.

**7. FINANCIAL IMPLICATIONS**

7.1 There are no direct financial implications associated with this report. Any financial implications will be highlighted within the risk register attached.