NHS 24 - OFFICIAL SENSITIVE - INTERNAL ONLY - CORPORATE RISK REGISTER (Correct as at 10/02/2023)

BOARD MEETING - 2 MARCH 2023

	Case Ref	Receipt Date	Primary Governance Committee	Secondary Governance Committee	Description	Significant Impact	Executive Risk Owner	Strategy Type	Mitigating Action	Prev Score (AxB)	Current Score (AxB)	Target Score (AxB)	Target Date
1	RPND/ 038259	09/04/2020	Staff Governance Committee	Clinical Governance Committee	There is a risk that if NHS 24 experiences low levels of staff attendance over a prolonged period of time, this will negatively impact its ability to deliver clinical services, meet the duty outlined in the Health and Care Staffing Act (Scotland) (2019) to ensure appropriate staffing and develop new and improved ways of working.	Prolonged waits to access services resulting in poor patient experience and reputational damage. Impacts negatively on staff morale, retention and wellbeing.	Director of Workforce	Reduce	**Mitigating Actions - Ongoing** Implementation of Attendance Improvement Plan (regular updates being monitored by Staff Governance Committee). Action plan has been reviewed and updated for 2023/24. Key actions: 1. Workplace Adjustment Policy Workshops will continue into 2023/24 and will be progressed within the Management Essentials Programme from March 2023 (Ongoing - March 2024) 2. Phase 2 of Shift Review would align managers with teams to provide a more supportive and team working environment (Ongoing - 31 March 2023) 3. Development of fresh Action Plan for 2023/24 to support the implementation of the Health & Wellbring Strategy and Framework (Ongoing - March 23), implementation of plan (March 24) **Ongoing Controls** 4. Increased Formal Attendance Meetings to support line managers in managing attendance of their staff, signalling expectations to staff of the importance to attend work (Ongoing Control). 5. Health & Wellbeing initiatives for staff to support by providing positive working environment, occupational health services and one to one support (Ongoing control). 6. Ongoing support for managers through Management Essentials and Leadership & Development Programmes (Ongoing Control) 7. Ongoing support for managers through continual review of processes and procedures for continuous improvement (Ongoing Control) 8. Attendance at training and/or completion of eLearning modules by managers is monitored and a fortnightly report is published to show compliance and progress (Ongong Control). **Mitigating Actions - Complete** 9. Improved sickness absence reporting suite with improved access for managers (Complete). 10. Wellbeing Team Managers in place to drive progress in relation to improvement plan and ensure a positive and consistent approach to attendance management (Complete). Review of role and measurement of role on attendance management being developed. 11. Development of Workplace Adjustment Policy in partnership with Business Disability Forum (Complete) 12. All Directors and Managers to have attendance targets as an objective within their Appraisal (Complete). 13 Manager Dashboards to be rolled out from July to ensure accountability (Complete). 14. Audit to be undertaken by Internal Audit of Attendance Management Processes (Complete - 31 March 2022) - Audit now complete and recommendations and actions shared with Audit Committe, EMT & SMT. 15. Wellbeing Managers will continue and recruitment underway for an addition 1 x WTE at Dundee Centre by March 2023 (Complete). 16. COVID Special Leave ended August 2022. We will continue to be proactive due to more relaxed IPC Controls (Complete).	16	16 (4X4)	8	31/03/2024
2	RPND/ 037063	24/10/2019	Planning & Performance Committee	Clinical Governance Committee	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.	Potential delay in patient care due increased waiting times at peak periods. Impact on performance targets Additional pressure on staff.	Director of Service Delivery	Reduce	**Mitigating Actions - Ongoing** Development and implementation of performance improvement plan to reduce the average handling time of calls, improve access and commnicate effectively with patients and the wider public (Ongoing - 31 March 2023) Review of operational model and ways of working for Dentistry and Pharmacy Services including a review of IVR messaging and appropriate signposting to NHSInform (Ongoing - March 2023) Test of Change to review and improve clinical talk times (Ongoing - March 23) Introduction of Peak Volume Management Group (Ongoing - 31 March 2023) **Ongoing Controls** Application of the Corporate escalation framework that outlines triggers and actions required to support a sustained corporate response. This is supported and implemented through command and control armagements within IMT and Executive Escalation Group when appropriate (Ongoing control) SMT work to review NHS 24 priorities and resource required to provide a sustainable plan to support Service Delivery during the winter period (Ongoing) Close liaison (weekly) with Scottish Government and key stakeholders through safe space meetings, sponsor meetings, RUC and COVID pathway meetings to discuss current performance, horizon scanning and opportunities for improvement. (Ongoing Control) Overview by NHS 24 IMT/SMT to ensure cross directorate approach to provide organisational support. (Ongoing Control) Increased utilisation of remote clinical supervision and remote management (Ongoing Control) Weekly recruitment and training overview meetings to monitor and manage process (Ongoing Control) Recruitment plan for both clinical and non-clinical roles in place to meet developing organisational and clinical supervision needs. (Ongoing control)). **Mitigating Actions Complete** Estate Strategy that meets recruitment/resource requirements through expansion of sites in the West and East of Scotland (Complete). 24/7 Technical on-call support to ensure any system issues are resolved quickly (Complete). Developed Management Team to support expanding workforce and services (Complete). Corporate escalation process to support frontline services, in line with ongoing review of organisational priorities and resource allocation/deployment (Complete) Technical assurance on system stability, flexibility and performance (Complete) Planning and communication for COP 26 (Complete)	12	16 (4X4)	4	31/03/2023
3	RPND/ 041923	16/08/2021	Planning & Performance Committee	Audit & Risk Committee	This is a risk that key milestones for Change Portfolio Board endorsed projects and programmes will not be delivered due capacity and recruitment issues within the PMO and at key points across the organisation	Organisational priorities are not delivered on time. Impacts ability to adapt to current and new work and changing priorities. Benefits are not obtained as planned or anticipated. Key dependencies are missed or not fully understood.	Director of Transformation, Strategy, Planning & Performance	Reduce	**Mitigating Actions Ongoing** Development of NHS 24 Strategy and Annual Delivery Plan will identify key areas for development and potential demands on future PMO resource (Ongoing - April 2023) Recruitment of project managers to fill current vacancies is underway (Ongoing - April 2023) **Ongoing Controls** Appropriate project control documentation developed as appropriate providing clear dependencies, deliverables and plans (Ongoing) Portfolio level view of dependencies developed and discussed on a weekly basis with issues escalated to EMT where required (weekly - ongoing). Management of project / programme resources through PMO with appropriate escalation to SROs where needed ensures resources are prioritised as required (Ongoing control) Fortnightly PMO meetings ensures dependencies across the Portfolio are identified and managed (Ongoing control) Weekly Cross Programme Dependency meeting in place to manage and monitor Estates & Connect dependencies (Ongoing control) Agreed governance structure from project to programme board to portfolio board supporting project teams and SROs address resource or skills gaps (Ongoing control) Programme Highlight Reports reviewed regularly by Head of PMO and Director and then reviewed quarterly by EMT (Ongoing control). Training and development of existing team ongoing to internally grow suitable project resource (Ongoing) New programme manager post in place to provide additional management support to the team (Ongoing). **Mitigating Actions Complete** Review/health check undertaken to identify gaps/additional support requirements to deliver the Connect Programme, including full consideration been given to all possible recruitment avenues to secure sufficient resource to deliver as planned, including secondments, agency recruitment and temporary and full time post requirements. (Complete) Tender exercise undertaken to identify appropriate resource to fill resource/skills gaps identified (Complete) Additional resources identified to support the Connect programme from Resulting IT Consulting Company to ease the pressure on PMO and provide sufficient capacity for project documentation particularly dependencies to be identified and appropriate action taken (Complete - in place since December 21). Temporary Estates Programme Manager post identified and in post to provide additional support (Complete) Tender exercise Complete to appoint appropriate external resource to provide independent check and challenge, expertise and experience to undertake phase 2 of the Connect programme (Complete).	12	12 (3X4)	9	31/03/2023
4	RPND/ 044632	21/06/2022	Staff Governance Committee	Clinical Governance Committee	There is a risk that public Sector, in particular NHS, industrial action may disrupt the provision of services.	Dependent on the scale of industrial action this may cause disruption to frontline and corporate services.	Director of Workforce	Reduce	**Mitigating Actions Ongoing** Engage with senior managers to start preparations in partnership (Ongoing). Criticality matrix to determine service impact and prioritisation (Ongoing - March 23). Engage with SG EPRR and workforce directorates to determine a set of planning assumptions. (Ongoing - pay discussions awaited) Review potential performance impact based on previous experience (Ongoing - March 23) **Mitigating Actions Complete** Establishment of Industrial Action Short Life Working Group (Complete) Review industrial action policies and guidance (Complete). Review business impact assessment with each directorate (Complete) Consider impact in terms of TU membership within NHS24 (Complete as far as possible).	12	12 (4X3)	9	31/03/2023
5	RPND/ 041506	04/07/2021	Staff Governance Committee	Clinical Governance Committee	There is a risk that the benefits of the initial phase of the shift review are not fully realised without the successful deployment of the next phase (managers/dentists/pharmacists).	Challenging performance and workforce planning which negatively impacts ability to provide a sustainable service. Limits ability of NHS 24 to deliver desired outcomes from strategic delivery plan. Increased cultural issues associated with lack of teaming approach on front-line.	Director of Service Delivery	Reduce	**Mitigating actions and controls - Ongoing** Increased engagement with individuals to focus on individual cases (Ongoing - 31 March 2023) Manager implementation - Go Live of new rotas and commencement of team alignment (Ongoing - 6 February 2023) Introduction of the Operational Working Group to manage and optimise sustainability of team alignment (Ongoing 31 March 2023) Increased frequency of Shift Review Governance Group meetings (Ongoing Control) In line with Communications Strategy regular updates to staff (Ongoing Control) Introduction of weekly meetings with trade unions to ensure timely escalation and resolution of arising issues (Ongoing Control) Regular meetings of Shift Review Work Group to ensure timely escalation (Ongoing Control) Robust modelling in place to establish requirements, focusing on operational and managerial roles. (Ongoing Control) **Mitigating Actions Complete** Staff Engagement / Communications Strategy in place (Complete). Re-establishment of Shift Review Working Group with appropriate representation. (Complete û meeting weekly) Establish a Shift Review Governance Group (Complete - meeting fortnightly) Robust review and assessment of performance/Management Information data to ensure full understanding of organisational requirements (Complete). Shift Review Survey (Complete) External Focus Groups (Complete) Project documentation developed for Stages 1(Managers) and 2 (Dentists/Pharmacists) including PID (Complete) Engagement Sessions with staff in line with Communications Strategy (Complete)	12	12 (4X3)	4	31/03/2023

| 6 | RPND/ 044024 | 29/03/2022 | Planning & Performance Committee | Staff Governance Committee | There is a risk when the staffing requirement is known (following scoping of phase 2 of the shift review), there will be a gap between the current workforce and the actual number required and that gap will be unaffordable. | NHS 24 do not have the budget to employ the full requirement of staff Benefits of shift review not utilised. | Director of Service Delivery | | **Mitigating Actions and Controls - Ongoing**
Clarification from Scotland Government on recurring frontline allocation (Ongoing - 31 March 2023)
Incorporate into 3-Year Financial Plan as Investment Priority (Ongoing - 31 March 2023)
Early engagement with finance team (Ongoing Control)

Mitigating Actions - Complete
Development and Approval of Outline Business Case/Options Paper (Complete - August 2022)
 Phased implementation plan of preferred option in place (Complete - August 2022) | 12 | 12 (4X3) | 4 | 31/03/2023 |