


NHS 24 Corporate Risk Register

Case ref.	Category	Receipt Date	Primary Governance Committee	Secondary Governance Committee	Description	Significant Impact	Executive Risk Owner	Strategy Type	Mitigating Action	Previous Score	Current Score + Movement on previous score	Target Score	Target Date	
1	RPND/021544	Staff	22/09/2015	Staff Governance Committee	Finance & Performance Committee	There is a risk that the current sickness absence rates will impact on the efficiency and effectiveness of Service Delivery.	Negative impact on staff experience, wait times for patients and clinical safety. Resulting in a compromised ability to deliver safe, effective care and achieve KPIs. Negative impact on NHS 24's ability to deliver its strategic objective 'Building a Stronger Organisation' as it is unable to attract recruitment candidates and retain staff, resulting in potential reputational damage.	Director of Service Delivery	Reduce	National and Local Staff Engagement Plans in place. A yearly planner of engagement developed by Communications team (Complete). NHS 24 Values work is ongoing to support the delivery of an improved culture within the organisation. Continue to support our staff by providing positive working environment, occupational health services and one to one support. Where appropriate employee relations, line manger, staff side contributing to the implementation of relevant supportive policy. Regular monitoring of service delivery absence by review. Monitor and reporting arrangements are in place. Implementation of Wellbeing Strategy in Mental Health Wellbeing Pilot. NHS 24 undertaking own recruitment rather than using a recruitment consultancy. This is to ensure NHS 24 retain the best possible candidate who is more likely to be suited to the NHS 24 working environment. The HR Team have delivered a presentation to both the Staff Governance Committee meeting and the Area Partnership Forum in respect of mental health sickness absence to raise awareness. A Service Delivery lead has been appointed to oversee absence initiatives. Wellbeing Pilot established for 6 months in the East.	15	15	6	29/05/2020
2	RPND/032338	Clinical	14/02/2018	Clinical Governance Committee	Finance & Performance Committee	There is a risk that the quality of the patient journey could be affected in the event that there are inaccuracies in referral centre availability on Knowledge Management System (KMS) that NHS 24 are unable to update in real time.	The patient journey is compromised. NHS 24 directly refer to NHS GGC without going through the hub. If the Board informs us that they are closing a PCEC and we do not update the information in real time in KM the risk is that we send a patient to a closed PCEC and the patient comes to harm.	Director of Service Delivery	Reduce	Communications have been sent to staff in relation to PCEC end point status (Complete). A short-term solution has been put in place to provide cover from 9am-6pm 7 days a week. Cover is extended from 8am to 8pm on public holidays. Work is ongoing by the Clinical Systems Development Team to develop a Robotic Process Automation as a long term solution for this risk. A working group has been formed to take this forward. It is anticipated that a solution will be in place summer 2019.	15	15	4	31/08/2019
3	RPND/028862	Business (Operational)	26/05/2017	Finance & Performance Committee	Audit & Risk Committee	There is a risk that the service performance is reduced due to the time and resource required to support our managed service provider to respond to P1 technical incidents.	Incident response not as efficient as it should be between managed IT supplier and NHS 24.	Chief Information Officer	Reduce	Lessons identified from previous incidents. Business continuity arrangements review from both NHS 24 and supplier. A new Major Incident process has been agreed and there is a significant improvement process underway with the supplier. This is managed via the Continuous Service Improvement Plan. Escalation by the NHS 24 Executive Management Team to the Supplier management team has taken place. Senior Management within the supplier are reviewing their processes to propose improvements focusing on Major Incident Management, this is part of the Contract Stabilisation programme in place with BT.	12	12	6	18/10/2019
4	RPND/033890	Business (Operational)	30/08/2018	Finance & Performance Committee	Clinical Governance Committee	There is a risk that NHS 24 may not be fully compliant with the MHRA medical devices guidelines within the required timescale of May 2020.	Once the grading of medical device has been determined, the resource and cost required to ensure NHS 24 is compliant may impact the delivery of NHS 24 services to the public.	Chief Information Officer	Eliminate	Working closely with Greater Glasgow & Clyde (GGC) in the interpretation and analysis of the changes to the Regulations. Liaising with the Gartner organisation who have been asked by GCC to provide their view and on whether any organisations have managed to bring greater clarity and test cases in relation to these Regulations. This output will be shared with NHS 24 once available and NHS 24 will be included in the output review with the Gartner analyst. Both NHS 24 and GGC have met with the Regulator to provide additional clarity and have committed to: - Compile a list of anything that NHS 24 believes falls under the remit of the Regulations for medical devices. - Review the identified items with the Regulator to confirm (or otherwise) their classification against the medical device description. - Determine the accreditation criteria for each item agreed to be a medical advice. - Assess accreditation status for each medical device identified. - Create plan for gaining accreditation of any non-compliant medical devices. In addition, two senior members of staff have completed Clinical Safety Officer training, which ensures a greater organisational understanding of the requirements under the new guidelines.	12	12	1	30/05/2020

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5	RPND/025797	Business (Operational)	31/08/2016	Finance & Performance Committee	Audit & Risk Committee	There is a risk that NHS 24 may fail to comply with current information, records management and data protection legislation leaving it vulnerable to cyber/insider threat, reputational damage and financial penalties.	This will result in potential service disruption (eg cyber attack, insider threat), financial penalties and reputational damage.	Chief Information Officer	Reduce	This has been raised at the EMT meetings in February with actions being taken to organise additional face to face sessions with the Information Asset Owners and their deputies to ensure they fully understand their responsibilities and the requirements on them. These sessions will all be complete by May 2019. The work to reduce this risk will then be accelerated by improving the ownership and controls on place on the information assets.	12	12	4	31/07/2019
6	RPND/025796	Business (Operational)	31/08/2016	Finance & Performance Committee	Audit & Risk Committee	There is a risk that NHS 24 is vulnerable to a successful phishing or malware attack due to a range of control measures not being fully utilised.	Resulting in an introduction of malware, data loss, corruption of data and potentially service delivery disruption.	Chief Information Officer	Reduce	A Change Request has been raised to implement as many of the National Cyber Security Centre securing email blueprint controls as possible. This is designed to reduce the amount of spoofed emails that are delivered into NHS 24 which should result in a reduction in Phishing attacks. A new web filter product (zScaler) has been rolled out replacing the Bloxx solution. The plan to migrate to O365 means that the Secure email blueprint controls need to be considered afresh to understand how they could/can be implemented as part of the O365 migration. Any additional items will be incorporated as required as part of the Network Information Systems Directive (NIS(D))	9	12	6	31/03/2020
7	RPND/035511	Business (Financial)	15/04/2019	Finance & Performance Committee	Audit & Risk Committee	There is a risk that NHS 24 do not capitalise on the long term accommodation opportunities for the regional operational centres due to short term lease challenges.	Long term operational detriment with reduction in capacity, improved ways of working. Negative financial impact.	Director of Finance & Performance	Reduce	Clear accommodation requirements to meet NHS 24 long term strategic needs. Scope alternative accommodation options. Engage with key partner agencies to understand their long term strategic intentions. Staff engagement at appropriate intervals on the longer term implications. Appropriately costed business case required for Board approval.	New	12	4	30/04/2020
8	RPND/029405	Staff	17/07/2017	Staff Governance Committee	Finance & Performance Committee	There is a risk that the service access level and patient journey could be impacted at peak periods due to clinical staffing capacity issues.	This results in a reduction on service performance, reduction in clinical resource available and additional pressure on Team Leaders on duty.	Director of Service Delivery	Reduce	Shift review will support the mitigation of the risk. The Board and Staff Governance Committee regularly review progress in relation to the shift review. Band 5 nursing staff supporting the mitigation of this risk, although nurse recruitment remains a challenge. Close monitoring of shift change requests. Recruitment targets are outlined during the Strategic Planning Resource Model process. Challenged in meeting those targets. New way of working under test of change is underway.	12	12	6	01/04/2020
9	RPND/030229	Business (Operational)	10/10/2017	Staff Governance Committee	Finance & Performance Committee	There is a risk that NHS 24 fail to realise the long term benefits of delivering a sustainable shift review which better aligns staff deployment to demand while meeting the needs of the service.	Increase operational challenge associated with operating technology system. Will perpetuate cultural issues associated with lack of teaming approach on front-line. Will result in ongoing performance planning and workforce planning challenges which impact service levels and cost. Will limit ability of NHS 24 to deliver desired outcomes from strategic delivery plan.	Director of Service Delivery	Reduce	Engage third party Subject Matter Expert to conduct shift review allowing a fully transparent process. (Complete). Ensure robust communication plan in place and all stakeholders are engaged and informed at all stages of the review. Commitment of resources to the Project to develop the full scope of outputs. Head of Integrated Service Delivery has now been appointed. Shift review aligned to better working, better care clinical supervision test of change. Modelling option by the National Institute for Health & Clinical Excellence is expected Jan/Feb 2019. Significant staff engagement has taken place including staff survey and off-line time for staff to attend focus groups. The outputs from the staff engagement are being used to inform the modelling of options which is currently on going.	12	12	6	29/05/2020
10	RPND/031009	Staff	17/11/2017	Staff Governance Committee	Finance & Performance Committee	There is a risk that NHS 24 does not achieve the agreed nursing resource targets which could have a service performance and quality impact.	Reduced capacity to effectively manage NHS 24 services and any potential additional demand, impacting of the quality of the patient journey.	Director of Workforce	Reduce	Working with Better Working Better Care to better inform future operating model targets. Service Delivery to renew the balance and blend of skill sets in the Operational Model to optimise workforce skills to meet service demand.	12	12	6	29/03/2020

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11	RPND/024449	Business (Financial)	13/04/2016	Finance & Performance Committee	Audit & Risk Committee	There is a risk that NHS 24 will be challenged in meeting the statutory financial targets during the next 5 year period.	This would threaten the successful achievement of the statutory financial resource and capital limits and could impact on other KPI's.	Director of Finance & Performance	Reduce	Robust and effective financial and organisational management of the position will be maintained through the coming year. The Strategic Planning Resource Allocation (SPRA) and the formal SPRA mid-year review supports this process and helped inform the re-assessment of this risk. Key areas of focus will be resource allocation assumptions in relation to the Strategic Transformation Programme, the delivery of efficiency savings in-year and re-payment of brokerage. NHS 24 is forecasting breakeven for the 2018/19 financial year. The financial plan submitted to Scottish Government as part of operational financial plan process is predicting breakeven for the next 5 years.	10	10 	9	29/03/2020