

	Case Ref	Receipt Date	Primary Reporting Committee	Secondary Reporting Committee	Description	Significant Impact	Executive Risk Owner	Mitigating Action	Initial Score (AxB)	Current Score (AxB)	Target Score (AxB)	Target Date
1	RPND/038246	09/04/2020	NHS 24 Board	Audit & Risk Committee	There is a risk that NHS 24 do not capitalise on the opportunities presented by the COVID-19 NHS Scotland response.	NHS 24 strategy may not align with expectation of stakeholders nor delivery in new context.	Director of Service Development	<p>Director of Service Development identified to lead post incident Recovery and Renewal.</p> <p>Director of Service Development is also responsible for Strategic Planning. (Complete)</p> <p>The 'Respond Recover Renew' Workstream has been approved and established (April 2020). (Complete)</p> <p>A Leadership Team comprising of EMT colleagues has been established and an operational Evaluation, Assessment and Review (EAR) group developed.</p> <p>This work is being fully aligned with the Strategy Refresh, Annual Operating Plan and the Change Portfolio Board. (Ongoing)</p> <p>NHS 24 is also closely involved in the Scottish Government National Response to Recovery and Renewal, as well as Regional Planning and National Board collaboration activity. (Ongoing)</p> <p>Submission and implementation of the Remobilisation Plan.</p>	16	16	4	31.03.21
2	RPND/035741	07/05/2019	NHS 24 Board	Audit & Risk Committee	There is a risk that NHS 24 does not adapt and respond to the needs of a multi-generational workforce.	<p>Strategic Objective: Improve & manage operational delivery</p> <p>Loss of skills and experience.</p> <p>Recruitment challenges.</p>	Director of Nursing & Care	<p>Link with higher education & NHS NES.</p> <p>Demonstrating role & highlighting role function.</p> <p>Competence disciplines.</p> <p>Ensure full suite of flexible working policies is available in support of agile working.</p> <p>Deploy a range of communication and engagement methodologies responding to the needs of a range of staff groups.</p> <p>Create flexible development opportunities and career pathways.</p>	16	16	6	31.03.21
3	RPND/035737	07/05/2019	NHS 24 Board	Audit & Risk Committee	There is a risk that NHS 24 are unable to deliver change at the pace and scale as set out in our strategy.	<p>Strategic Objective: Improve and manage operational delivery</p> <p>Specifically related to NHS 24 being the provider of choice for digital health services. This may impact on future investment opportunities. Reputation with the public and other key stakeholders, non-delivery of health and care strategy. Non-delivery of the NHS 24 strategy. Failing to deliver on partner promises. Competitor advantage.</p>	Director of Service Development	<p>Robust evaluation of project and strategic outcomes including the RRR workstream to assess the impact of COVID.</p> <p>Remobilisation plan submitted to Scottish Government.</p> <p>NHS 24's strategic engagement approach is clear and roles/responsibilities understood.</p> <p>Management of change is set within a governance framework i.e Change Portfolio which manages all organisational and transformational change.</p> <p>A Programme Management Framework sets out a robust approach to programme delivery inc evaluation and benefits realisation.</p> <p>Strategic stakeholder engagement. Horizon scanning, willingness to engage.</p> <p>Digital strategy.</p> <p>DH&C Strategic Portfolio Board</p>	15	15	5	31.03.21

4	RPND/ 035715	03/05/2019	NHS 24 Board	Audit & Risk Committee	There is a risk that NHS 24 may not have a sustainable skilled workforce to reliably deliver its current and proposed services (frontline & corporate services).	<p>Strategic Objective: Valuing and Leading People Poor patient journey/outcomes. Loss of competitiveness. Unable to capitalise on opportunities.</p> <p>High levels of staff absence due to shielding, isolation and sickness absence, following national policies as advised by Scottish Government.</p> <p>Negative reputation with current staff.</p> <p>Negative reputation as a potential employer.</p> <p>Unable to deliver strategic intent.</p> <p>Demoralised workforce (high levels of staff absence) turnover). Ineffective deployment of staff</p>	Director of Workforce	<p>Joint trade union and NHS 24 working.</p> <p>Completion of risk assessments to allow shielding staff to return to work</p> <p>Shift review process to be completed.</p> <p>Development of internal workforce planning processes, integrating workforce, financial and operational planning.</p> <p>Rotational model for skilled workforce.</p> <p>Better working, better care to include improved team support. Embrace digital enablers for staff.</p> <p>Revised approach to recruitment process to ensure appropriate staff are employed as and when required.</p> <p>Ensure NHS 24 are an employer of choice at various stages of careers.</p> <p>Support career progression within the organisation. Expanded leadership and management capacity through the development of a senior management team. Review and extend leadership and management development opportunities at all levels.</p> <p>Continue new approach in relation to new recruitment and retention opportunities. I.e. princess trust.</p> <p>Clarity on funding, closer partnership working with NES.</p> <p>NHS 24 having recognised training accreditation for nurses and non-clinical staff.</p> <p>Access to the undergraduate programme.</p>	12	12	4	31.03.21
5	RPND/ 035720	03/05/2019	NHS 24 Board	Audit & Risk Committee	There is a risk of NHS 24 is unable to meet stakeholder expectation to drive change in line with the NHS 24 strategy, implementation timescales and current national priorities.	<p>Strategic Objective: Demonstrate contribution to national and regional working. Limit or restrict decisions to meet changing needs.</p> <p>Limit development of digital development. Reprioritisation of NHS 24 strategic outcomes due to external influencing factors.</p> <p>Unable to obtain funding to deliver the strategy.</p>	Chief Executive	<p>Robust evaluation including external evaluation where appropriate. including the RRR workstream review of COVID 19 response initiatives.</p> <p>Public & professional engagement to drive support for change including demonstrating positive evaluation of tests of change.</p> <p>High quality evidence of impact, including value for money and sustainability to align with key stakeholder objectives.</p> <p>Maintain organisational reputation for managing change and developing improvement.</p> <p>Managing links/engagement with Territorial Boards & IJB's.</p> <p>Effective political engagement at an Executive Level.</p> <p>Well informed business cases including long term financial planning framework to include funding for future opportunities/development.</p> <p>Defined roles and responsibilities across national boards to deliver strategic intent.</p> <p>Development of Remobilisation Plan and Respond Recover Renew Workstream.</p>	12	12	4	31.03.21

STRATEGIC RISK REGISTER - AMBER

6	RPND/ 035745	07/05/2019	NHS 24 Board	Audit & Risk Committee	There is a risk that NHS 24 do not maintain sustainable leadership and management structures through appropriate development and succession planning.	<p>Strategic Objective: Valuing and leading people Ineffective leadership. Reputational risk with key partners and public.</p> <p>Financial implications. Loss of role - non-delivery. Poor staff experience - leads to poor public and partner experience. Lack of succession planning leads to key skills/single points of failure.</p> <p>Ineffective leadership. Reputational risk with key partners and public.</p> <p>Financial implications. Loss of role - non-delivery. Poor staff experience - leads to poor public and partner experience.</p> <p>Lack of succession planning leads to key skills/single points of failure.</p>	Chief Executive	<p>New organisational structure in place.</p> <p>National Board collaborative work.</p> <p>Senior Leadership programme to be in place (Complete)</p> <p>Directorate Succession Plans to be developed. (Ongoing)</p> <p>Middle Management Development Programme to be developed (Ongoing)</p>	12	12	4	31.03.21
7	RPND/ 035719	03/05/2019	NHS 24 Board	Audit & Risk Committee	There is a risk that our values and leadership are not fully embedded and not fully and consistently demonstrated.	<p>STRATEGIC OBJECTIVE: Valuing and Leading People</p> <p>Poor professional and clinical outcomes.</p> <p>Poor staff morale.</p> <p>Recruitment and retention.</p>	Chief Executive	<p>Leadership programme developed and implemented to invest in future leadership (complete)</p> <p>Extend this leadership programme to frontline leaders as soon as COVID and other pressures allow.</p> <p>Refocusing of organisational & team objectives to align with strategic outcomes.</p> <p>Embedding of values through strategy engagement and implementation plan. iMatter & action planning.</p> <p>Supporting safe constructive challenge of unacceptable behaviours. Board being visible by supporting patient safety walkrounds. Other initiatives developed to support frontline and corporate functions.</p> <p>Staff engagement & communication delivery.</p> <p>Meet corporate objective of all staff having a completed appraisal, objectives and personal development planning</p>	15	12	6	31.03.21
8	RPND/ 035744	07/05/2019	Finance & Performance Committee	Audit & Risk Committee	There is a risk that in an increasingly competitive environment, NHS 24 are unable to develop sustainable services to meet market demand and socio-economic government policy.	<p>Strategic Objective: Improve & manage operational delivery Divides investment resources.</p> <p>Impact ability to deliver - fighting competition.</p> <p>Lose sight of user needs and accountability. Slow or delayed access to resources to be able to develop at size and scale.</p> <p>Equalities impact due to alternative options out with NHS 24 may not be free to all.</p> <p>Strategic investment decisions may not provide best value.</p>	Director of Service Development	<p>Retaining focus on user needs.</p> <p>National branding and visibility - engagement. Looking forward, engaging with new technology.</p> <p>Ensure consistent high quality outputs.</p> <p>Implementation of NHS 24's digital health strategy ensuring it is closely aligned to the wider Scotland's Digital Health & Care Strategy.</p> <p>Clarity in relation to NHS 24's role within NHSScotland.</p>	12	8	4	31.03.21