

NHS 24 BOARD	<p style="text-align: right;">27 AUGUST 2020 ITEM NO 6.2.5 FOR APPROVAL</p> <p style="text-align: center;">RISK MANAGEMENT ANNUAL REPORT 2019/20</p>
Executive Sponsor:	Medical Director
Lead Officer/Author:	Head of Risk Management and Resilience
Action Required	The Report provides the Board with an overview of the risk management activity in 2019/20.
Key Points	<p>NHS 24 Risk Management arrangements continue to progress.</p> <p>A Grant Thornton risk management maturity review will inform our improvement and strategy.</p> <p>Board development sessions have contributed to revision of the strategic risk register.</p> <p>Embedding of risk management arrangements continues through training & development and stakeholder engagement.</p> <p>Focus for 2020/21 will include supporting the specific risk areas embedding new risk management software, and continued close alignment of strategic planning and risk management.</p>
Financial Implications	There are no direct financial implications associated with this paper. Financial risks are highlighted in the committee risk registers.
Timing	The report provides an overview of the progress in risk management in 2019/20.
Contribution to NHS 24 strategy	This paper supports the overall strategic objectives of NHS 24 by highlighting the risk management activities achieved and providing assurance that the risk management processes are in place to support the delivery of the NHS 24 Strategy.
Contribution to the 2020 Vision and National Health and Social Care Delivery Plan (Dec 2016)	There is no direct contribution, however this report aims to provide assurance to the committee that risk management is effective to support the strategic direction.
Equality and Diversity	There are no direct E&D implications in this report. Impact assessment of the E&D implications of strategic risk has still to be undertaken.

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1. RECOMMENDATION

- 1.1 The Board is asked to approve and take assurance from the risk management activity during the period from April 2019 to March 2020.

2. INTRODUCTION

- 2.1 A key responsibility of the NHS 24 Board is to deliver a range of person centred, safe and effective services to the people of Scotland. It does so by ensuring there is effective governance and integrated risk management processes. The report outlines the activities taken to date and outlines activities to build on current arrangements to support the NHS 24 strategy.
- 2.2 Implementation of the enterprise risk management framework provides significant benefits to NHS 24. The management of risk underpins NHS 24 strategic objectives. The organisation fully supports the contribution risk management makes to enable safe, effective, quality patient care.
- 2.3 Risk management is key to supporting the strategic and business planning processes to ensure efficient use of resource and value for money in delivering health care services to the population of Scotland.

3. RISK MANAGEMENT GOVERNANCE

- 3.1 The revised enterprise risk management framework was approved by the Audit and Risk Committee in February 2020. The framework outlines the operational process of how NHS 24 integrates risk management throughout NHS 24.
- 3.2 The Executive Management Team (EMT) Risks & Opportunities Group is responsible for oversight of the risk management arrangements operating across NHS 24. The group has been utilised to consider specific risk issues as well as the wider strategic landscape. The group has considered single issues such as technology resilience and COVID 19.
- 3.3 NHS 24's corporate governance structure provides assurance on the management of risk. Assurance on clinical risk management is provided through the Clinical Governance Committee. Assurance on financial, programme, operational performance, reputation and stakeholder engagement risk management is provided through the Finance and Performance Committee. The Staff Governance Committee seeks assurance that NHS 24 effectively manages risks to the staff governance standards. The Audit & Risk Committee has responsibility for ensuring that the overall processes and procedure are in place to ensure effective risk management is embedded into NHS 24. Each Committee will provide an assurance statement in relation to risk within their annual reports.
- 3.4 A risk register has been provided at each of the Committee meetings outlining the corporate risks to NHS 24. Further detail has been provided to the committee on specific risk items such as NHS 24 preparations for Brexit or COVID 19.
- 3.5 The Board have revised their risk appetite in January 2020 as part of their strategic risk review session. This will drive the amount and type of risk NHS 24

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is willing to accept. This is considered through the types of risk - business, staff, clinical and reputational & stakeholder engagement. NHS 24 will maintain a low risk appetite to clinical risk and patient safety. The Board understands that it is challenging to deliver services and achieve positive change without taking risks. As a result, the Board recognise that the type and amount of risk the organisation is willing to accept is aligned to the benefits and opportunities for NHS 24 and NHS Scotland. A strategic risk review was undertaken by the Board in January 2020. This will be fed into the Finance & Performance Committee, Audit & Risk Committee and the Board. The strategic risk register will also influence the strategic output from the COVID 19 pandemic.

4. RISK MANAGEMENT IN 2019/20

STRATEGIC RISK

- 4.1 The management of risk underpins NHS 24 strategic objectives. Risk management requires senior leadership to ensure it is integrated into daily management, strategic planning & performance and organisational change. The Executive Management Team and the Board have demonstrated this commitment by holding a number of strategic risk workshops whereby various risks that may affect our ability to deliver the NHS 24 Strategy have been identified.
- 4.2 The strategic risk profile takes into consideration the challenges of the last quarter of the year. The impact of COVID 19 will mean that the strategic risk register will require to be considered regularly. The RRR workstream will consider evaluation of COVID related activities. This will help inform the strategy refresh and strategic risk.
- 4.3 The strategic risks cover a broad range of challenges and opportunities including workforce capacity and capability to deliver on the strategic priorities, ability to deliver at pace and scale, technology alignment to strategic objectives. The risk profile reflects key opportunities for development within NHS 24.

CORPORATE RISK

- 4.6 The corporate risk profile of NHS 24 has remained largely consistent despite significant change and development throughout the year. NHS 24 aims to manage risk to an acceptable level, in line with the organisation's risk appetite. This includes managing uncertainties such as the impact of COVID 19. The uncertainty of COVID 19 has impacted on the number of areas within NHS 24 that highlights our resilience and ability to adapt and respond as an organisation.
- 4.7 The Operational Risk Management Group continues to support the practical application through local management arrangements by ensuring staff are informed, involved and engaged in operational risk management. This includes support for the Strategic Planning Resource Allocation (SPRA) process to ensure that risks in relation to directorate planning are appropriately articulated, assessed and managed through the framework.
- 4.8 The focus of improvement in programme management capability in NHS 24 has been supported with development sessions on risk management. A key mechanism for implementing the NHS 24 strategy is through the Service Development Directorate. Appropriate programme governance is in place for

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existing programmes with risk management supporting escalation of any risks. A number of programme related risks currently sit on our corporate risk register. C

- 4.9 An area of development that has not been achieved in 2019/20 is the implementation of a new risk management software. The software requires to meet the demands of a number of operational areas including adverse events, complaints, FOI's, child and adult protection. A system has been identified and is anticipated that this will be implemented through the Connect Programme.
- 4.10 During 2019/20 Grant Thornton undertook a risk management maturity assessment to help support the organisation assess itself against industry standards. This resulted in significant assurance with some improvement required. The recommendations will be used to inform the risk management strategy and improvement plan.

5. RISK MANAGEMENT OBJECTIVES 2020/21

- 5.1 The risk management developments for the forthcoming year will focus on continual improvement of the operational risk management approach taking into account the risk maturity review.
- 5.2 This will include a refresh of the risk management strategy and the implementation of a new risk management software.
- 5.3 Continue to align strategic planning, programme management and risk management to ensure appropriate information is available for decision making.