

<p><b>NHS 24 BOARD</b></p> <p style="text-align: right;"><b>19 AUGUST 2021</b> <b>BD (2021 22) 005</b> <b>FOR APPROVAL</b></p> <p style="text-align: center;"><b>NHS 24 STRATEGIC RISK REGISTER</b></p>	
<b>Executive Sponsor</b>	Medical Director
<b>Lead Officer/Author</b>	Head of Risk Management and Resilience
<b>Action Required</b>	<p>The Board is asked to review and approve the Strategic Risk Register.</p> <ul style="list-style-type: none"> <li>• The Board had an opportunity to contribute to the strategic risk register at the May Board development session.</li> <li>• At this session the Board agreed to merge risks relating workforce and delivering at pace to meet stakeholder expectations.</li> <li>• The Board requested that the EMT Risk and Opportunities Group review and refine the risk register and develop any new/proposed strategic risks and present the outputs of that review to the Audit &amp; Risk Committee in August 2021.</li> <li>• The Audit &amp; Risk Committee endorsed the Strategic Risk Register for presentation to the Board for approval.</li> <li>• The Strategic Risk Register will continue to be developed in order to align with the developing strategy refresh and Remobilisation plan v 4.</li> </ul>
<b>Background</b>	<p>For reference, definition of corporate and strategic risks are outlined below:</p> <p><i>Corporate risks</i> are those that if realised, will impact on the short-medium term operational business activity and are owned by the EMT.</p> <p><i>Strategic risks</i> are those risks that if realised will impact on the long-term vision and success of NHS 24 and are owned by the NHS 24 Board.</p> <p>The annual Board development session provided the opportunity for members to actively contribute to the strategic risk assessment.</p> <p>The Committee and Board will receive 6 monthly strategic risk updates and quarterly corporate risk updates.</p>
<b>Financial Implications</b>	Financial implications will be considered as part of the strategic risk identification process.
<b>Timing</b>	There are no timing issues associated with this paper.

<b>Contribution to NHS 24 strategy</b>	This paper supports the overall strategic objectives of NHS 24 by identifying the risks to achieving the NHS 24 strategy.
<b>Contribution: 2020 Vision and National Health and Social Care Delivery Plan (Dec 2016)</b>	The report will provide assurance to the Board that NHS 24 will monitor strategic risks that relate to or could influence the delivery of wider national policy ambitions.
<b>Equality and Diversity</b>	An assessment of the Equality and Diversity implications has yet to be carried out. Socio economic policy was considered in the development of the risk register.

## 1. RECOMMENDATION

1.1 The Board is asked to approve the Strategic Risk register.

## 2. STRATEGIC RISK MANAGEMENT

2.1 The most recent version of the Remobilisation Plan sets out organisational key priorities and outcomes for 2021/22. Work is underway to develop Remobilisation Plan 4 which requires to be signed off by 30 September 2021. The upcoming Strategy Refresh will enable NHS 24 to maximise its role within the wider Health and Care agenda, with the development of focused collaboration with the public health community, the redesigned 24/7 Urgent Care model and the contribution to the Mental Health Delivery Plan.

2.2 The Strategy Refresh process will allow NHS 24 to consider current corporate and strategic risks to inform our planning and decision making. The strategic risks are managed by the EMT Risks & Opportunities Group, on behalf of the Board, with executive owner identified for each risk. As set out in the Risk Maturity Action Plan the EMT Risk & Opportunities Group will support the development of the strategic risk to support and inform the Strategy.

## 3. STRATEGIC RISK DEVELOPMENT BY EMT RISK & OPPORTUNITIES GROUP

At its development session in May 2021, the Board delegated consideration of the proposed strategic risks to EMT Risk & Opportunities Group and requested that the existing strategic risk be reviewed. There was a specific request to consider merging risks relating to workforce and stakeholder expectation to deliver at pace and scale. Two risks were moved to the Corporate Risk Register following review at EMT Risk and Opportunities

The EMT Risk and Opportunities Group reviewed the strategic risk register and considered the following proposed risks:

- Compliance with legislative requirements – A piece of work is being undertaken to collate all legislative requirements into once matrix which will be reviewed. If this review highlights any gaps/areas for concern, a risk will be raised.
- Alignment of NHS 24 strategic plans – this will be considered once strategy refresh has been completed to determine if any additional strategic risks require to be added to an appropriate Register.

- Clarity on the level of its digital ambition and its contribution to the health & social care system – At the time of review, this was not considered a risk at but will be kept under review in line with Strategy refresh.
- Time to assess and understand the needs of our services, public and stakeholders before implementing new technology – Following discussion, it was agreed the articulation of this risk needed refined and a new risk was developed as follows:
  - There is a risk that NHS 24 technology and capacity constraints limit solutions and possibilities in the development and improvement of services. Timelines for the delivery of the mitigating actions are currently being considered and refined. The Director of Service Delivery is the Executive Owner.

STRATEGIC RISK REGISTER - GREEN - CORRECT AS AT 10/08/2021

Ref:	Date	Description	Impact	Exec Owner	Mitigation	Strategy	Prev Score (AxB)	Current Score (AxB)	Target Score (AxB)	Target Date	
1	RPND/039117	31/08/2020	There is a risk that NHS 24 does not adapt and respond to the needs of a future workforce to enable a sustainably skilled workforce to reliably deliver current and future services (frontline & corporate services).	Recruitment and retention challenges, including specific skill gaps means the workforce does not meet the needs of the organisation.  Unable to capitalise on opportunities due to lack of capacity and capability.  Attendance at work challenges (including annual leave).  Negative reputation with current staff and potential new employees.	Director of Workforce	Root and Branch Review of Recruitment & Retention .  Develop a Strategy to promote NHS 24 as an employer of choice, including: - Develop links to improve and develop career pathways across all disciplines. Work to continue with NHS 24 and other Health Boards on the development of Specialist and Advanced Roles. - Establish and develop links with Higher Education to consider new programmes of education. - Link with Higher Education and other Health Boards to develop a model for Students working within NHS 24. - Qualification for Call Handlers developed with NES (Complete - Q1 2021) to create consistency and professional practice for service. Evaluation of Cohort 1 will follow to consider bringing in-house (Q4 2022)  Develop a competence and strategic practice education framework and CPD Plan for key roles (Q1 2022).  Develop a Succession Planning/ Talent Management Plan (Q3 2022)  Ensure full suite of flexible working policies is publicised in support of agile working. (Complete) Promotion of homework and agile working (Workforce of the Future) (Ongoing Control)  Phase 2 of the shift review process to be completed that will support the needs of frontline staff (Q1 2022).  Better working, better care includes improved team support (Ongoing control).  Development and implementation of Staff Attendance and Wellbeing Plans (March 22)	Reduce	12	12	9	30/09/2022
2	RPND/035737	07/05/2019	There is a risk that NHS 24 are unable to deliver change at the pace and scale that will meet NHS 24 strategy and stakeholder expectations.	Specifically related to newly developed services and 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 the NHS 24 strategy.	Director of Strategy, Planning & Performance	Robust review and monitoring of the remobilisation plan with continuous governance and engagement internally and externally (Ongoing control).  Management of change is set within a governance framework i.e Change Portfolio which manages all organisational and transformational change (ongoing control).  A Programme Management Framework sets out a robust approach to programme delivery inc evaluation and benefits realisation of a number of key activities that contribute to the remobilisation plan.  The development of RMP4 will provide an opportunity to review and consider the scale and range of activities underway across the organisation to ensure deliverability of our current programme of change. (31 August 2021)	Reduce	12	9	4	01/04/2022
3	RPND/035719	03/05/2019	There is a risk that organisational values are not role modelled in line with strategic intent due to an undefined and inconsistent application of leadership styles across the organisation.	STRATEGIC OBJECTIVE: Valuing and Leading People  Divided organisational culture created by inconsistent leadership and management practices/styles.  Culture does not support the vision of NHS 24 where winning hearts and minds is key to delivering a fully matured and high performing organisation.  Confused and unsettled workforce resulting in poor staff attendance and low staff retention.	Chief Executive	Yellow Kite External Review of organisational leadership and learning (Complete - 8 Recommendations).  National Benchmarking Exercise for OD Leadership and Learning (Complete)  Transformation of OD and Learning Department (March 2022) to develop and deliver a whole service Leadership Framework (Sept 2022)  iMatter & action planning (Ongoing - Quarter 4 2021).  Introduction of Colours Psychometric Profiling Tool (Clarity 4D) to support cultural development. (Long term - Q3 2022)  9 x EMT Continuing Development Sessions to evolve and consolidate a new EMT as a collective voice (Q4 2022)  Collection and analysis of exit interviews data to inform approach for change (Q3 2022)	Reduce	15	12	6	29/09/2022

NEW / PROPOSED RISKS

4	NEW/ PROPO SED	19/07/2021	There is a risk that NHS 24 technology and capacity constraints limits the solutions/possibilities in the development and improvement of services.	Services not designed, developed and delivered in an optimum way.	Director of Service Delivery	Connect Programme Phase 2 implementation, including the identification of appropriate resources.  Development of clear strategic direction and vision for the organisation.  Development of clear process for approval and development of new projects/services.  SPRA Process to ensure allocation of resources to match organisational priorities.	Reduce	NEW	16	8	30/10/2022
<b>CLOSED/MERGED RISKS - AS AGREED AT MAY BOARD DEVELOPMENT SESSION</b>											
5	RPND/0 38246	09/04/2020	There is a risk that NHS 24 do not build upon on the significant enhancement of services developed during 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	Submission and implementation of the Remobilisation Plan (ongoing)  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)  Director of Service Development identified to lead post incident Recovery and Renewal. he Director of Service Development is also responsible for Strategic Planning. (Complete)  The 'Respond Recover Renew' Workstream has been approved and established (April 2020). (Complete)  A Leadership Team comprising of EMT colleagues has been established and an operational Evaluation, Assessment and Review (EAR) group developed. This work is being fully aligned with the Strategy Refresh, Annual Operating Plan and the Change Portfolio Board. (Complete)	Reduce	16	16	4	TBC
6	RPND/0 35744	07/05/2019	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.	Strategic Objective: Improve & manage operational delivery  Divides investment resources.  Impact ability to deliver - fighting competition.  Lose sight of user needs and accountability.  Slow or delayed access to resources to be able to develop at size and scale.  Equalities impact due to alternative options out with NHS 24 may not be free to all.  Strategic investment decisions may not provide best value.	Director of Service Development	Retaining focus on user needs.  National branding and visibility - engagement. Looking forward, engaging with new technology.  Ensure consistent high quality outputs Implementation of NHS 24's digital health strategy ensuring it is closely aligned to the wider Scotland's Digital Health & Care Strategy.  Clarity in relation to NHS 24's role within NHSScotland.	Reduce	12	12	8	

7	RPND/0 35720	03/05/2019	There is a risk of insufficient stakeholder support to drive change in line with the NHS 24 strategy, implementation timescales and current national priorities.	STRATEGIC OBJECTIVE: Demonstrate contribution to national and regional working.  Limit or restrict decisions to meet changing needs.  Limit development of digital development.  Reprioritisation of NHS 24 strategic outcomes due to external influencing factors.  Unable to obtain funding to deliver the strategy.	Chief Executive	Robust evaluation including external evaluation where appropriate.  Public & professional engagement to drive support for change including demonstrating positive evaluation of tests of change.  Effective political engagement.  High quality evidence of impact, including value for money and sustainability to align with key stakeholder objectives.  Maintain organisational reputation for managing change and developing improvement.  Managing links with Territorial Boards & IJB's.  Exec engagement with Scottish Government.  Well informed business cases.  Long term financial planning framework to include funding for future opportunities.  Defined roles and responsibilities across national boards to deliver strategic intent.  Co-Ordinated stakeholder engagement.	Reduce	12	12	4	01/04/2022
8	RPND/0 38248	09/04/2020	There is a risk that NHS 24 do not capture the learning from the COVID-19 response and feed into the Connect programme resulting in this being out of date.	Connect programme is out of date on the potential future needs of NHS24/NHS Scotland	Director of Service Development	The Respond Recover Renew workstream is operating in parallel with the Covid-19 response and the outputs intended to align with the developing Connect Full Business Case.  Full consideration is being given to the developing of Options in line with the experience of Covid19.	Reduce	8	8	4	30/02/2021
<b>TRANSFER TO CORPORATE RISK REGISTER</b>											
9	RPND/0 35743	07/05/2019	The planned Connect programme has a negative impact on the interim operational delivery.	Strategic Objective: Improve & manage operational delivery  Unexpected loss of systems.  Patient Safety and quality of patient journey Reputation damage by reducing confidence with staff, partners and service users.  Contractual management challenges.  Potential impact on strategic funding.	Chief Information Officer	Develop a robust corporate governance framework.  2 year window to provide sufficient planning and implementation time.  This will include a phased implementation.  Staff, partner service user engagement.  Relationship management with key suppliers to ensure commercial activity is managed and understood prior to implementation.	Reduce	12	16	9	30/04/2021