

<p>NHS 24 BOARD MEETING</p>	<p style="text-align: right;">08 DECEMBER 2022 ITEM NO 8.2 FOR ASSURANCE</p> <p style="text-align: center;">RISK MANAGEMENT UPDATE</p>
<p>Executive Sponsor:</p>	<p>Director of Finance</p>
<p>Lead Officer/Author:</p>	<p>Head of Risk Management and Resilience</p>
<p>Action Required</p>	<p>This paper is provided for review, discussion and assurance.</p>
<p>Key Points for this Committee to consider</p>	<p>The Board is presented with all corporate risks scoring 10 and above.</p> <p>Since previously presented to the Board on 20 October 2022 the key changes are as follows:</p> <ul style="list-style-type: none"> • The overall risk profile has reduced slightly. • 0 risks have been closed. • 0 new risks have been identified. • 3 risks have reduced in score. • 1 risk has increased in score/been reopened. <p>The Board is asked to note that the Integrated Governance Committee and the Audit & Risk Committee are considering the recommendation that reporting of risk management to the NHS 24 Board reverts to quarterly to align with quarterly review by the Committees and the reporting/review cycle set out in the Enterprise Risk Management Framework.</p>
<p>Governance process</p>	<p>Before presentation to the Board all risks have been reviewed and updated at a directorate level and considered by the following groups:</p> <ul style="list-style-type: none"> • Clinical Risk Review Group: 16/10/22 • EMT Risks & Opportunities Group: 08/11/22 • EMT Business Meeting: 01/11/22 & 29/11/22 • Staff Governance Committee: 17/11/22 • Clinical Governance Committee: 24/11/22 • Planning & Performance Committee: 28/11/22 • Audit & Risk Committee: 1/12/22
<p>Strategic alignment and link to overarching NHS Scotland priorities and strategies</p>	<p>This paper provides assurance to the Board that there is an effect risk management process in place to support delivery of key strategic priorities and supporting documentation below:</p> <ul style="list-style-type: none"> • NHS 24 Strategy • Annual Delivery Plan • Key Scottish Government Ministerial Priorities • NHS 24 Realistic Medicine Framework

Key Risks	Organisational key risks are outlined in this paper.
Financial Implications	There are no direct financial implications associated with this report. Any financial implications will be highlighted within the risk register attached.
Equality and Diversity	There are no direct equality and diversity (E&D) implications associated with this report. The Participation and Equalities manager actively participates in risk management process.

1. RECOMMENDATION

- 1.1 The Board is asked to review the risks presented, provide feedback and take assurance from the risk management processes in place.
- 1.2 The Board is asked to note that the Audit & Risk and Integrated Governance Committee are currently considering the recommendation that reporting of risk management to the NHS 24 Board reverts to quarterly to align with review by the governance committees of the Board and the reporting/review cycle set out in the Enterprise Risk Management Framework.

2. TIMING

- 2.1 There are no issues on timing.

3. RISK MANAGEMENT UPDATE

- 3.1 The attached Risk Register provides an update on all corporate risks scoring 10 and above as at 21 November 2022 since previously reported to the Board at its meeting on 20 October 2022.
- 3.2 There are 40 corporate risks in total (12 scoring 10 and above and 28 scoring below 10). At the time of the previous meeting, there were 36 corporate risks in total (14 scoring 10 and above and 22 scoring below 10).
- 3.3 Closed risks are reviewed and approved for closure by the Operational Risk Management Group and the EMT Risks and Opportunities Group.
- 3.4 At the Board meeting on 20 October 2022, the Board queried the closing of risk RPND/028648: [REDACTED] This risk was in relation to [REDACTED] [REDACTED] has now been migrated to the new data centre [REDACTED] and this specific risk mitigated. Risks in relation to the implementation of the new [REDACTED] system are being managed at a programme level by the PMO.

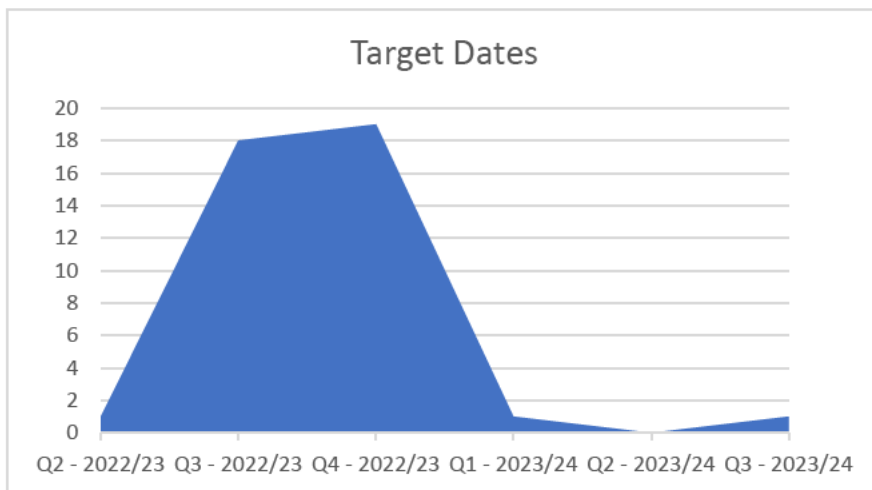
4. RISK SUMMARY

4.1 The risk profile (figure 1) provided in the form of a heat map below highlights the current position of all corporate risks.

Figure 1. Risk Profile

		Likelihood					Total	Prev Score
		Rare	Unlikely	Possible	Likely	Almost Certain		
		Score	1	2	3	4		
Impact	Extreme	5	-	0 (0)	0 (0)	0 (0)	0	(0)
	Major	4	-	6 (6)	9 (9)	1 (3)	16	(18)
	Moderate	3	1 (0)	4 (4)	8 (6)	1 (1)	14	(11)
	Minor	2	-	2 (1)	2 (2)	5 (3)	10	(7)
	Negligible	1	-	-	-	-		(0)
Total			1	12	19	7	40	
Prev Score			(0)	(11)	(17)	(7)		(36)

Figure 2 Target Dates

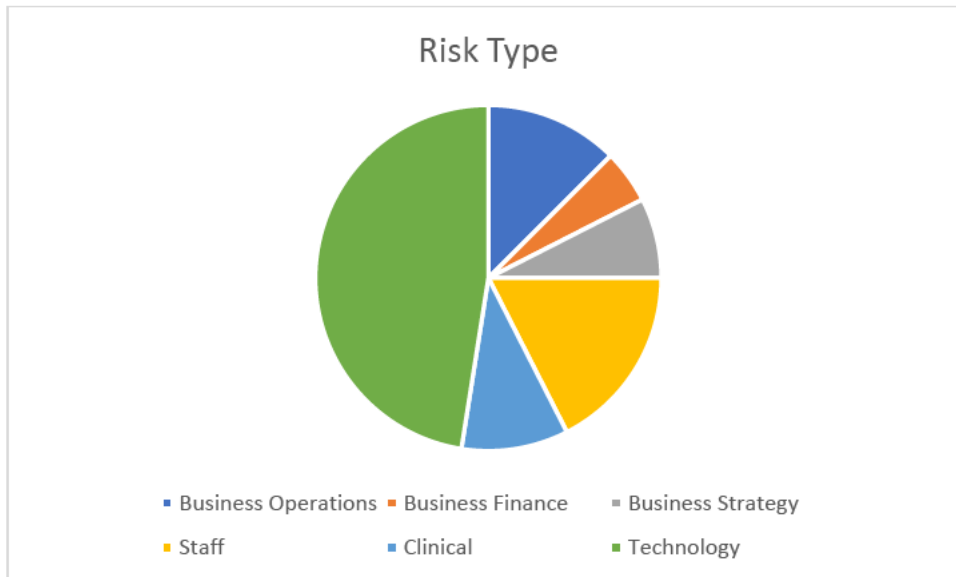


4.2 Figure 2 risk target dates outlines that the current risk profile is in line with expectations of a corporate risk register that focusses on short to medium term risks. Previously a number of target dates were flagged as August – September 2022. The target date profile now reflects the timelines associated with the updated delivery plan for Connect 1C.

4.3 There are currently 3 risks where the target dates have passed (RPND/045272, 036373 and 036117). All 3 of these risks are currently proposed for closure and will go through internal governance process to confirm these can be closed.

4.4 Figure 3 highlights that the majority of risks are technology related, followed by Staff risks.

Figure 3. Areas of Risk



4.5 New Risks

Since previously reported, no new risks scoring 10 and above have been opened. However, 3 lower scoring risks have been opened and are being monitored and reviewed in line with the internal governance review cycle.

4.6 Increased Risks

Since previously reported, 1 risk have increased in score/been re-opened:

RPND042971: There is a risk that due to the high degree of financial uncertainty at a national level, NHS 24 will not receive all anticipated allocations which could impact on our ability to reach a breakeven position at the end of the financial year. This risk was previously considered for closure but due to the ongoing uncertainty in relation to Agenda for Change pay award, clarity on mental health funding and general financial uncertainty, this risk has been re-opened.

4.7 Reduced Risks

Since previously reported, 3 risks have decreased in score as follows:

RPND/036117: There is a risk that the technology components supporting NHS 24's front line application will become more prone to failure and parts to repair, upgrade or patch will become more difficult to resource [REDACTED]

[REDACTED] This risk has reduced from 16 to its target score of 4 following successful cutover of the Clinical Stack as part of the Connect Programme. This risk will be proposed for closure as part of the next risk review cycle.

RPND/043987: There is a risk that when the [REDACTED]

[REDACTED] This risk has reduced from 16 to 9 due to a short term service wrap is in place to allow time for a full procurement exercise to be carried out, with the requirements captured and complete. A procurement tender underway with a target completion March 2023. This risk will be monitored through the Digital Technology Advisory Group as part of their key priorities.

RPND/042278: [REDACTED]

[REDACTED] NHS 24 now has support from NSS and BT, as well as developing its capacity and capability internally to support this area. This risk has reduced from 12 to its target score of 3 and is being considered for closure.

4.8 **Closed Risks**

Since previously reported, no risks have been closed.

5. **ENGAGEMENT**

5.1 Engagement has included all Executive Management Team members and operational risk leads.

6. **FINANCIAL IMPLICATIONS**

6.1 There are no direct financial implications associated with this report. Any financial implications will be highlighted within the risk register attached.