

<p>NHS 24 BOARD MEETING</p> <p style="text-align: right;">20 OCTOBER 2022 ITEM NO XX 08.2a FOR ASSURANCE</p> <p style="text-align: center;">CORPORATE RISK UPDATE</p>	
Executive Sponsor:	Director of Finance
Lead Officer/Author:	Head of Risk & Resilience
Action Required	The paper is provided for review, discussion and assurance.
Key Points	<p>Since previously reported to the Board on 18 August 2022, key changes to the corporate risks scoring 10 and above are as follows:</p> <ul style="list-style-type: none"> • The overall risk profile has reduced • 14 risk scoring 10 and above are presented • 8 risks have been closed • 4 risks have reduced • 1 risk has increased
Timing/Governance Process	<p>Since previous presentation to the Board (18 August 2022) all risks have been reviewed and updated at a directorate level and considered by the following groups in preparation for their quarterly review :</p> <p>07/09/22: Operational Risk Management Group 22/09/22: EMT Risks and Opportunities Group 10/10/22: EMT Business Meeting</p> <p>Following review by the Board, the Corporate Risk Register will be reviewed in detail by the Committees of the Board as set out below, any feedback/updates will be incorporated before being presented to the Board at its Board meeting on 8 December 2022.</p> <p>17/11/22: Staff Governance Committee 24/11/22: Clinical Governance Committee 28/11/22: Planning & Performance Committee 01/12/22: Audit & Risk Committee</p>
Contribution to NHS 24 strategy	This paper provides assurance to the Board that there is an effective risk management process in place to support delivery of the NHS 24 contribution to our Annual Delivery Plan and Strategic Intent.
Key Risks	The 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 should note the Corporate Risk Register will be reviewed in detail by the Committees in line with risk management processes. The Committees will also consider proposed and emerging risks and any feedback/updates will be incorporated before being presented to the Board at its meeting on 8 December 2022.

2. RISK MANAGEMENT UPDATE

- 2.1 The attached Risk Register provides an update on all corporate risks Scoring 10 and above as at 6 October 2022.

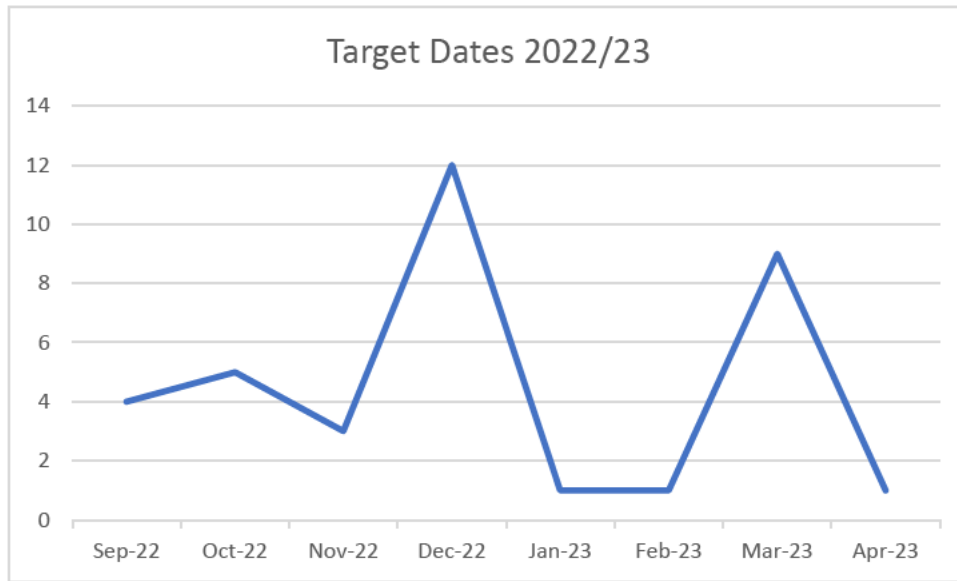
3. RISK SUMMARY

- 3.1 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	5	
Impact	Extreme	5	-	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
	Major	4	-	6 (9)	9 (13)	3 (6)	0 (0)	18 (28)
	Moderate	3	-	4 (5)	6 (3)	1 (3)	0 (0)	11 (11)
	Minor	2	-	1 (1)	2 (1)	3 (3)	1 (0)	7 (5)
	Negligible	1	-	-	-	-	-	0 (0)
Total			-	11	17	7	1	36
<i>Prev Score</i>				(15)	(17)	(12)	(0)	(44)

Figure 2. Target Date



3.2 Figure 2 risk target dates outlines that the current risk profile. At time of reporting there are 4 targets dates for September 2022 which are currently being reviewed and will be presented to the Board Sub-Committees for consideration. All these risks score below 10.

Figure 3. Areas of Risk



3.3 Figure 3 mirrors the target dates graph with a significant portion of risks related to technology and information. Operational risks relate to demand, capacity and resilience.

Reduced Risks

3.4 Since previously reported, 4 risks have reduced in score as follows:

RPND/044024: There is a risk when the staffing requirement is known (following scoping of phase 2 of the shift review), there will be a gap between the current workforce and the actual number required and that gap will be unaffordable. This risk has reduced as confirmation has been received from the Scottish Government in relation to funding, however, not all funding has been identified and incorporated into the financial plan so although this risk has reduced, it will remain under review until this is finalised.

RPND/041506: There is a risk that the benefits of the initial phase of the shift review are not fully realised without the successful deployment of the next phase (managers/dentists/pharmacists). As above.

RPND/043861: There is a risk that NHS 24 does not make progress quickly enough, as pandemic measures are stood down, in relation to improving completion rates of statutory/mandatory training and the re-introduction of structured CPD opportunities. As well as a number of key mitigations being complete, the EMT has given mandatory training significant focus with a group reviewing our overall approach.

RPND/038255: There is a risk that NHS 24 are unable to fully support all health and wellbeing needs of staff due to pace and scale of change and growth of the organisation. Significant progress has been made in completion of mitigating actions for this risk, including the establishment of a staff wellbeing workstream and strategy and the launch of the 'Thrive' app.

Increased Risks

3.5 Since previously reported, 1 risk has increased in score as follows:

RPND/044664: There is a risk that websites we link from our digital products/services may not be credible, secure or resilient. This may pose a cyber security and or reputational risk. The Information Security Team and Digital Team work closely to manage this risk.

Closed Risks

3.6 Where a risk owner reviews a risk and considers that it either has been mitigated as far as possible or no longer exists then it can be closed. All closed risks will be presented through their appropriate Committee at the next opportunity. Since previously reported, 8 risks have been closed as follows:

RPND/042971: There is a risk that due to the high degree of financial uncertainty at a national level, NHS 24 do not receive the 2022/23 funding settlement (or funding decisions delayed into the new financial year) required to deliver on its strategic objectives. Following confirmation from Scottish

Government in relation to the 2022/23 allocation, it was agreed this risk could be closed and consideration given to a longer term strategic financial risk.

RPND/043863: There is a risk that, following the decommissioning of the covid pathway, primary care is unable to meet the needs of the public which increases call demand to NHS 24's 111 service in the out of hours period. Following a period of close monitoring, it has been agreed with Director of Service Delivery and a number of risk review forums that this is no longer a risk and can be closed.

RPND/044131: There is a risk that without a change to national guidance NHS 24 are unable to effectively manage staff absence related to covid-19. Guidance was received from Scottish Government and Covid Special Leave ceased at the end of August and therefore this risk could be closed.

RPND/043660: There is a risk the recovery of dentistry in the community is limited and continues to be impacted by the pandemic resulting in public health consequences. This will increase the complexity of patient's presenting symptoms, when contacting NHS 24. Following the decision that dentists would not be retained by NHS 24 and the agreement to recruit additional dental nurses and call handlers, it was agreed that this was no longer a risk and could be closed. Service Delivery will be monitoring the new resourcing model for any emerging risks.

RPND/043659: There is a risk, that if NHS 24 do not retain dentists in the Scottish Emergency Dental Service (SEDS), it limits SEDS ability to appropriately refer complex cases in a safe and timely manner. As above.

RPND/043970: There is a risk that non frontline staff are anxious and do not have a clear sense of belonging due to the current uncertainty in relation to a potential return to the office/hybrid working model following a long period of predominately homeworking. Agreed that due to the number of ongoing controls in place and completed mitigations in place this risk had been mitigated as much as possible. However, the Agile Working Group would consider any emerging risks.

RPND/041263: There is a risk that NHS 24 Corporate devices may be compromised through vulnerabilities in home networks and home devices. Following completion of the mitigating actions, this risk has been closed.

RPND/028648: [REDACTED] The [REDACTED] Replacement programme is currently underway and Transfer of the existing [REDACTED] to the new Data Centre is now complete it was agreed this risk could be closed. In addition, testing on [REDACTED] has commenced and [REDACTED] fully supported.

New Risks

3.7 Since previously reported, no new high risks have been added to the risk register. A number of risks are under review that will be taken through internal management processes, prior to presenting at Sub-Committees and Board.

4. PROGRAMME RISK

4.1 A number of programme related risks are reflected on the risk register including Connect and Frontline Leadership Capacity. The Head of the PMO is represented on the Operational Risk Management Group to ensure appropriate cross-over from programme risks to corporate risks.