

NHS 24 - GREEN - STRATEGIC RISK REGISTER (Correct as at 05/10/2022)

NHS 24 BOARD MEETING 20 OCTOBER 2022

Case Ref	Risk Register	Receipt Date	Primary Governance	Secondary Governance	Description	Significant Impact	Executive Risk Owner	Strategy Type	Mitigating Action	Prev Score (AxB)	Current Score (LxC)	Target Score (AxB)	Target Date
1	RPND/041 870	10/08/2021	NHS 24 Board	Planning & Performance Committee	Strategic risk: 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.	Chief Information Officer	Reduce	<p>Mitigating Actions - Ongoing Connect Programme Phase 1c and 2 implementation, including the identification of appropriate resources and requirements (Oct 2022 - In progress and on target) Resources identified across elements for connect Phase 2 commencement and plan agreed for resourcing skill sets required.(This will reduce likelihood by 1)</p> <p>Mitigating Actions Complete Development of clear strategic direction and vision for the organisation through strategic intent (June 2022 - Complete) Development of clear process for approval and development of new projects/services. This includes ongoing governance of digital products and services (Governance process established - Action complete) SPRA Process to ensure allocation of resources to match organisational priorities (Action complete).</p>	16	12 (3x4)	8	20/11/2022
2	RPND/035 715	03/05/2019	NHS 24 Board	Audit & Risk Committee	Strategic Risk: There is a risk that NHS 24 does not adapt and respond to the needs of current and future workforce to enable a sustainably skilled workforce to reliably deliver current and future services (frontline & corporate services).	<p>Poor patient journey/outcomes.</p> <p>Unable to capitalise on opportunities and delivery strategic intent due to lack of capacity and capability.</p> <p>Loss of competitiveness.</p> <p>Recruitment and retention challenges, leading to skill gaps and therefore the workforce cannot meet the needs of the organisation.</p> <p>Negative reputation with current staff and potential new employees.</p>	Director of Workforce	Reduce	<p>Mitigating Actions Ongoing Investing in frontline leadership with shift review to be undertaken including safer staffing legislation (Q3 2022). Rotational model for skilled workforce (Ongoing - agreed in principle with Tayside & Grampian) (Q4 2022/23). Revised approach to recruitment process to ensure appropriate staff are employed as and when required (Ongoing Q4 2022/23). Ensure NHS 24 are an employer of choice at various stages of careers. Support career progression within the organisation through Career Framework (alignment to workforce strategy) (Q4 2022/23) Establishment of an early careers process to ensure talent pipeline and employability opportunities are developed in line with Fair Work (Q4) Development of alternative employment partners and relationship to widen recruitment pool eg Colleges - University Employability partnerships, and Armed Forces leavers and veterans and third sector organisations to support care experienced individuals (Ongoing) Development and implementation of Attrition Improvement Plan (Stage 1 Q4 - Ongoing) Develop a Succession Planning/ Talent Management Plan (Q4 2022) Develop a competence and strategic practice education framework and CPD Plan for key roles (Q3 2022). 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)</p> <p>Ongoing Controls NHS 24 having recognised training accreditation for nurses and non-clinical staff (Ongoing control) Embrace digital enablers for staff through various digital and strategic workforce groups (Ongoing control). Joint trade union and NHS 24 working (Ongoing control) 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)</p> <p>Mitigating Actions Complete Effective establishment of control panel which supports workforce planning to ensure we have the right staff, with the right skills at the right time whilst maintaining an effective, efficient and economic workforce structure (Q3 - Complete) Development of Wellbeing and Attendance Management Action Plan (Q3 - Complete)</p>	12	12 (3x4)	8	01/05/2023
3	RPND/035 737	07/05/2019	NHS 24 Board	Planning & Performance Committee	Strategic risk: 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 Transformation, Strategy, Planning & Performance	Reduce	<p>Mitigating Actions - Ongoing Significant engagement and contribution to the Workforce strategy, development of the ADP and strategic intent (March 2023)</p> <p>Ongoing Controls Robust review and monitoring of the Annual Delivery Plan with continuous governance and engagement internally and externally (Ongoing control). Management of change is set within a governance framework (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 ADP and strategic intent (ongoing control).</p> <p>Mitigating Actions Complete 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 (Action complete)</p>	15	15 (3x5)	9	01/04/2023
4	RPND/045 267	14/09/2022	NHS Board	Planning & Performance	Strategic Risk: There is a risk that due to the high degree of financial uncertainty at a national level, NHS 24 do not receive the 2023/24 & 2024/25 funding settlement required to deliver on its strategic objectives. Other concerns in our current environment are high inflation, rising energy costs, pay increases, tough savings targets and funding requirements for Connect Phase 2.	<p>NHS 24 will not be able to deliver on all its strategic objectives.</p> <p>Strategic planning will be negatively impacted or delayed.</p>	Director of Finance	Reduce	<p>Mitigating Actions - Ongoing Submission of financial plans to Scottish Government - 3 year plan (Complete), supported with ongoing dialogue to confirm NHS 24 and Scottish Government's agreement on planning assumptions (Ongoing) Confirmation of breakdown of NHS 24's allocation (Ongoing)</p> <p>Mitigating Actions - Complete Secured partial recurrent funding in place for mental health (Complete for 22/23)</p> <p>Ongoing Controls SPRA process in place to enable prioritisation for use of funding to ensure balanced budget (Ongoing Control) RMP4 and SPRA as a vehicle for getting commitment for funding of strategic priorities (Ongoing Control) Continued engagement and representation at the appropriate forums to influence/inform decision making in relation to urgent care, mental health, health and social care priorities etc are (Ongoing Control) Continued monitoring of performance and governance processes in place to evaluate and enable quick decisions if the funding landscape changes (Ongoing Control)</p>	NEW	16 (4x4)	8	29/03/2024
5	RPND/035 719	03/05/2019	NHS 24 Board	Audit & Risk Committee	Strategic risk: 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.	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.	Director of Workforce	Reduce	<p>Mitigating Actions Ongoing Development of 3 year workforce plan that's fully funded (Q4 2022/23) Recruitment of additional resource to support Wellbeing and People Management (Ongoing - Q4 2022/23) EMT Continuing Development Sessions to evolve and consolidate a new EMT as a collective voice (Q4 2022/23 Ongoing) Collection and analysis of exit interviews data to inform approach for change (Pilot Q4 2022/23)</p> <p>Mitigating Actions Complete Transformation of OD and Learning Department (March 2022 - Complete) to develop and deliver a whole service Leadership Framework (Sept 2022 - Complete) iMatter & action planning (Q3 2022 - Complete) Introduction of Colours Psychometric Profiling Tool (Clarity 4D) to support cultural development. (Long term - Q3 2022 - Complete) Engagement in the workforce strategy development and planning (June - August 2022 - Complete) Yellow Kite External Review of organisational leadership and learning (Complete). National Benchmarking Exercise for OD Leadership and Learning (Complete)</p>	15	9 (3x3)	6	31/03/2023