

**NHS 24
BOARD MEETING**

**16 DECEMBER 2021
ITEM NO XXXX
FOR APPROVAL**

CORPORATE RISK REGISTER UPDATE

Executive Sponsor:	Medical Director
Lead Officer/Author:	Head of Risk Management and Resilience
Action Required	<p>The Board is presented with all Corporate risks scoring 10 or more.</p> <p>The paper is provided for review and assurance.</p>
Key Points for this Committee to consider	<p>Since previously reported, key changes are as follows:</p> <ul style="list-style-type: none"> • Although overall risk profile for NHS 24 has reduced slightly it remains a dynamic and closely monitored situation as we head into the winter/festive period. • ICT, Workforce and Estates are currently the key focus due to the high impact of these risks. • 22 corporate risks scoring 10 and above are presented. • 1 new corporate risk has been identified (para 3.3 below). • 2 risks have been closed (para 3.4 below) • 1 risk has increased in score (from 9 to 15) (para 3.5 below) • 4 risks have reduced in score (1 to below corporate reporting threshold of 10) (para 3.6 below)
Governance process	<p>Since last presented to the NHS 24 Board on 21 October, all directorates have undertaken a review of risks within their remit to ensure the current risks reflecting the system pressures and the ongoing challenges to NHS 24's delivery of its Remobilisation Plan.</p> <p>In addition, corporate risks have been reviewed and considered by the following groups:</p> <p>01/11/21: Audit & Risk Committee 04/11/21: Clinical Governance Committee 08/11/21: Planning & Performance Committee 23/11/21: EMT Risk & Opportunities Group 30/11/21: Integrated Governance Committee 07/12/21: EMT Business Meeting</p>

Strategic alignment and link to overarching NHS Scotland priorities and strategies	This paper provides assurance to the Committee that there is an effective risk management process in place to support delivering the NHS 24 contribution to our Remobilisation Plan.
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 on the risk management processes and procedures.

2. RISK MANAGEMENT UPDATE

- 2.1 The attached Corporate Risk Register provides an update on corporate risks to the organisation scoring 10 and above as at 8 December 2021.
- 2.2 Although overall risk profile for NHS 24 has reduced slightly it remains a dynamic and closely monitored situation as we head into the winter/festive period. NHS 24 escalation processes will support service delivery to maintain safe and effective services.
- 2.3 RPND/041686: There is a risk that if NHS 24 does not meet their statutory obligations in relation to staff training, potential knowledge/skills gaps of staff may negatively impact on the safety and quality of the patient journey. Due to the number of mitigations which have been completed for this risk, in particular the focus and identification of key clinical modules, the impact of this risk is likely to reduce. This is currently under review by Senior Workforce Team.

3. RISK SUMMARY

- 3.1 The risk profile (figure 1) provided in the form of a heat map below and highlights the current position of all risks scoring 10 and above within NHS 24. Comparison is provided to the previous score reported. Significant focus is being placed on management of these risks throughout NHS 24 directorates, IMT and EMT, as well as the risk management groups in place.

Figure 1

		Likelihood					Total	Previous Score	
		Rare	Unlikely	Possible	Likely	Almost Certain			
		Score	1	2	3	4			5
Impact	Extreme	5	-	1 (1)	1 (0)	1 (1)	0 (0)	3	(2)
	Major	4	-	-	13 (12)	6 (7)	0 (1)	19	(20)
	Moderate	3	-	-	-	0 (1)	0 (0)	0	(1)
	Minor	2	-	-	-	-	0 (0)	0	(0)
	Negligible	1	-	-	-	-	-		(0)
Total			-	1	14	7	0	22	
<i>Previous Score</i>			-	(1)	(12)	(9)	(1)		(23)

Very High Risks

3.2 There is currently 1 very high risk on the Corporate Risk Register.

RPND/041505: There is a risk that the combined implementation of Connect Programme phase 1c [redacted] impacts on delivery of NHS 24 services due to the amount and timing of system 'down time'.

This risk relates to the delivery challenges and dependencies within the delivery of key programmes by NHS 24 and continues to be monitored closely as a key focus for the organisation.

New Risks

3.3 Since previously reported, one new risk has been raised:

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.

This risk has been raised by the Finance Senior Management Team due to the significant service developments and the uncertainty of long term funding.

Closed Risks

3.4 Since previously reported, two risks have been closed as follows:

RPND/041158: There is a risk that NHS 24 will be under prepared for COP26 due to the uncertainty of national planning assumptions as result of COVID 19.

This event has now passed and NHS 24 managed the disruption effectively. Therefore this risk has been closed.

RPND/042279: There was a historical risk to service

[REDACTED] and this risk is now closed.

Increased Risks

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

RPND/041565: There is a risk that the number of workstations does not meet demand on any given day at any given site, due to delays in getting sites operational or other factors such as higher call volumes or new services.

Although this risk is being closely monitored and mitigated, the impact of this risk has increased as the festive period approaches due to reduction in time and scope to remedy any issues which arise at short notice.

Reduced Risk:

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

RPND/041923: This is a risk that key milestones for Change Portfolio Board endorsed projects and programmes will not be delivered due capacity and recruitment issues within the PMO.

This has reduced due to the progress made in relation to a number of key mitigations including, external support which has been put in place to support the Connect Programme, tender exercise complete for appropriate resource to fill resource/skills gaps identified, and appointment of a temporary dedicated Estate Programme Manager to provide additional support at this critical time.

RPND/041568: There is a risk that NHS 24 are unable to recruit and retain the right people due to skills shortages across NHS Scotland and NHS 24 not being seen as an employer of choice. Progress in relation to a number of key mitigations has reduced the likelihood of this risk, including the embedding of the Strategic Workforce Planning Group that will focus on supporting management this risk across NHS 24.

RPND/041567: There is a risk that the rapid growth of NHS 24's front facing operational function outpaces the growth in corporate service functions which are required to support it. This likelihood of this risk has reduced as benchmarking exercise complete, and budget identified to support resourcing through the SPRA process.

RPND/041566: There is a risk that leaders in the organisation are not equipped to effectively manage and lead staff under their stewardship. The likelihood of

this risk has decreased following the approval of additional resource to support this work, reducing the score from 12 to 8.

4. PROGRAMME RISK

- 4.1 Due to the dependencies for delivery of other operational and strategic objectives there is significant focus across NHS 24 to support the delivery of the key programme. In particular, key risks relating to the Connect and Estates programme have been highlighted in the paper above.