

**NHS 24
BOARD MEETING**

**24 FEBRUARY 2022
ITEM NO 8.2
FOR ASSURANCE**

CORPORATE RISK REGISTER UPDATE

Executive Sponsor:	Medical Director
Lead Officer/Author:	Head of Risk Management and Resilience
Action Required	The paper is provided for review, discussion and assurance.
Key Points for this Committee to consider	<p>The Board is presented with all Corporate risks scoring 10 or more.</p> <p>Since last presented to the Board (16 December 2022), all directorates have undertaken a review of risks within their remit.</p> <p>Since previously reported, key changes are as follows:</p> <ul style="list-style-type: none"> • The overall risk profile for NHS 24 has reduced. • 1 new risk identified • 7 risks reduced in score
Date presented to EMT and relevant Committee	<p>Before presentation to the Board, all risks have been reviewed and updated at a directorate level and considered by the following groups:</p> <p>12/01/22: Operational Risk Management Group 24/01/22: EMT Risks & Opportunities Group 02/02/22: Staff Governance Committee 07/02/22: Clinical Governance Committee 10/02/22: Audit & Risk Committee 14/02/22: Planning & Performance Committee 15/02/22: EMT Business Meeting</p>
Strategic alignment and link to overarching NHS Scotland priorities and strategies	This paper provides assurance to the Board 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 10 February 2022.
- 2.2 Internal Audit are currently undertaking an audit of Risk Management processes and the Audit & Risk Committee will be updated on the outcomes of that audit at a future meeting.
- 2.3 Discussions are ongoing at a national level in relation to the future direction of the covid-19 pathway, currently NHS 24 are considering the potential impact and risks to the organisation. The Board and its Committees will be updated once these risks have been considered fully and developed through internal risk management processes.
- 2.4 Following discussions at the Audit & Risk Committee, the Risk Management Team are currently reflecting on feedback received in relation to providing additional assurance to the Board and its Committees, particularly in relation to the management of risks scoring below 10. Currently training dates are being arranged to provide Non-executive members with a more detailed overview of risk management processes and procedures and will provide an opportunity to gather additional feedback. Any actions following consideration of the feedback will be taken forward in liaison with the Chair of the Audit & Risk Committee.
- 2.5 As the Board are aware, a risk management maturity assessment was undertaken by internal audit and reported to the Audit & Risk Committee in February 2020. The report considered 6 elements Leadership; Risk Strategy & Policy; People; Processes; Risk Handling and Outcomes.
- 2.6 The outputs from the Assessment were developed into a Maturity Action Plan. Work is now underway to re-set key dates and milestones following organisational capacity challenges in progressing this work. Progress will be monitored by the EMT Risk and Opportunities Group and updates provided to the Audit & Risk Committee.

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 risks that score 10 or great within NHS 24. Comparison is provided to the previous score reported. The overall risk profile has reduced since last presented, although a number of risks fluctuated in score from the pre-festive Board paper and have since been reduced, as set out below.

Figure 1

		Likelihood					Total	Previous Score	
		Rare	Unlikely	Possible	Likely	Almost Certain			
		1	2	3	4	5			
Impact	Extreme	Score 5		1 (1)	0 (1)	0 (1)	0 (0)	1	(3)
	Major	Score 4			16 (13)	3 (6)	0 (0)	19	(19)
	Moderate	Score 3				1 (0)	0 (0)	1	(0)
	Minor	Score 2					0 (0)	0	(0)
	Negligible	Score 1							(0)
Total			-	1	16	4	0	21	
<i>Previous Score</i>			-	(1)	(14)	(7)	(0)		(22)

Very High Risks

3.2 There are no very high risks presented.

New Risks

3.3 Since previously reported, one new risk has been raise as follows:

RPND/043294: There is a risk that without the successful implementation of appropriate controls, content that is expected to have access limited to NHS 24 domain attached devices will be available to external and personal devices (such as users own mobile phones, tablets, laptops etc.)

Reduced Risks

3.4 Since previously reported, seven 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 in December 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/041565: There is a risk that number of workstations does not meet demand on any given day at any given site due to delays with getting sites operational or other factors such as higher call volumes or new services. This risk score increased prior to festive due to the significant amount of estates work which was being undertaken, the reduction in any room for flexibility for any unforeseen issues arising ahead of festive and the impact of Omicron on supplier resource. Following festive and significant progress in relation to the Estate has reduced the impact and therefore the overall score down to 12.

RPND/038901: There is a risk that gaps in specific skills and capacity across the digital team are impacting the ability to deliver strategic objectives. Risk relates to NHS 24's ability to recruit and retain quality candidates to recruit into specialist roles. Following review by interim Head of Digital, this risk was reduced from 16 to 12 due to the recruitment of temporary resource to support.

RPND/041505: There is a risk that the combined implementation of Connect Programme phase 1c and Office 365 impacts on delivery of NHS 24 clinical services due to the amount and timing of system 'down time'. Since reported to the Committee, this risk has reduced from 20 to 10 in two stages. It was initially reduced from 20 to 15 following festive and completion of Phases 1a and b of the Connect Programme. Although Phase 1c is still ongoing, a significant upgrade was successfully completed (Service Pack 26) on 26 January which reduced this risk further.

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 was raised by Director of Finance in early December with an initial score of 16, this score has since reduced to 12 following agreement with Scottish Government on some of the planning assumptions.

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. The score for this risk has reduced to below 10, removing it from the corporate risk register presented, but remains on the Corporate Risk Register and will be monitored and reviewed by the EMT.

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. This risk reduced from 10 to 8 following completion of the Mandatory Training Action Plan, removing it from the corporate risk register presented. However, this risk was discussed in detail at the Staff Governance Committee and it was agreed that

the Director of Workforce would consider the potential risk and impact to the organisation if it was unable to get back on track with the improved completion of mandatory and/or statutory training along with other areas of development which were paused during the response to the pandemic.

Closed Risks:

3.5 Since previously reported, no risks have been closed.

Increased Risk:

3.6 Since previously reported no risks have increased in score.

4. PROGRAMME RISK

4.1 The change portfolio work has been revised as a result of the impact of COVID-19 response. Key programme risks are reflected in the corporate risk register relating to Estates, Connect, Shift review and system pressure performance improvement.