

**GREEN**  
**STRATEGIC RISK REGISTER**

Ref:	Date	Description	Impact	Exec Owner	Mitigation	Strategy	Prev Score (AxB)	Current Score (AxB)	Target Score (AxB)	Target Date	
1	RPND/039117	31/08/2020	There is a risk that NHS 24 does not adapt and respond to the needs of a future workforce to enable a sustainably skilled workforce to reliably deliver current and future services (frontline & corporate services).	STRATEGIC OBJECTIVE: Adaptable, engaged, skilled workforce  Recruitment and retention challenges, including specific skill gaps means the workforce does not meet the needs of the organisation.  Unable to capitalise on opportunities due to lack of capacity and capability.  Attendance at work challenges (including annual leave).  Negative reputation with current staff and potential new employees.	Director of Workforce	Root and Branch Review of Recruitment & Retention .  Develop a Strategy to promote NHS 24 as an employer of choice, including: - Develop links to improve and develop career pathways across all disciplines. Work to continue with NHS 24 and other Health Boards on the development of Specialist and Advanced Roles. - 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)  Develop a competence and strategic practice education framework and CPD Plan for key roles (Q1 2022).  Develop a Succession Planning/ Talent Management Plan (Q3 2022)  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)  Phase 2 of the shift review process to be completed that will support the needs of frontline staff (Q1 2022).  Better working, better care includes improved team support (Ongoing control).  Development and implementation of Staff Attendance and Wellbeing Plans (March 22)	Reduce	12	12	9	30/12/2022
2	RPND/035737	07/05/2019	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.	STRATEGIC OBJECTIVE: Continuous development and delivery of high quality accessible services. Making a valued contribution to sustainable whole health & care system reform.  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 Service Delivery	Develop timelines associated with the strategic intent (Feb 2022)  Establish strategic planning process with engagement across NHS 24 and key stakeholders (ongoing March 2022).  Engagement and validation of feedback on strategic planning inc timelines (March 2022)  Robust review and monitoring of the remobilisation plan with continuous governance and engagement internally and externally (Ongoing control).  Management of change is set within a governance framework i.e Change Portfolio which manages all organisational and transformational change (ongoing control).  COMPLETE ACTIONS: 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 remobilisation plan (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. (Complete)	Reduce	12	9	4	01/12/2022

3	RPND/ 035719	03/05/2019	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.	<p>STRATEGIC OBJECTIVE: Valuing and Leading People</p> <p>Divided organisational culture created by inconsistent leadership and management practices/styles.</p> <p>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.</p> <p>Confused and unsettled workforce resulting in poor staff attendance and low staff retention.</p>	Director of Workforce	<p>Transformation of OD and Learning Department (March 2022) to develop and deliver a whole service Leadership Framework (Sept 2022)</p> <p>iMatter &amp; action planning (Ongoing - Quarter 4 2021/22).</p> <p>Introduction of Colours Psychometric Profiling Tool (Clarity 4D) to support cultural development. (Long term - Q3 2022)</p> <p>9 x EMT Continuing Development Sessions to evolve and consolidate a new EMT as a collective voice (Q4 2022)</p> <p>Collection and analysis of exit interviews data to inform approach for change (Q3 2022)</p> <p>COMPLETE ACTIONS:</p> <p>Yellow Kite External Review of organisational leadership and learning (Complete - 8 Recommendations).</p> <p>National Benchmarking Exercise for OD Leadership and Learning (Complete)</p>	Reduce	15	12	6	29/09/2022
4	RPND/ 041870	19/07/2021	There is a risk that NHS 24 technology and capacity constraints limits the solutions/possibilities in the development and improvement of services.	<p>STRATEGIC Objective:</p> <p>An integrated infrastructure to enable delivery of our service.</p> <p>Services not designed, developed and delivered in an optimum way.</p>	Director of Service Delivery	<p>Connect Phase 1 implementation (March 2022)</p> <p>Development of clear digital and technology strategic direction and vision for the organisation.</p> <p>Connect Programme Phase 2 implementation, including the identification of appropriate resources.</p> <p>Development of clear process for approval and development of new projects/services.</p> <p>SPRA Process to ensure allocation of resources to match organisational priorities.</p>	Reduce	16	12	8	30/10/2022