

**NHS 24 - GREEN**

<p><b>NHS 24 BOARD</b></p>	<p align="right"><b>27 FEBRUARY 2020 ITEM NO. 9.2 FOR ASSURANCE</b></p> <p align="center"><b>RISK MANAGEMENT UPDATE</b></p>
<p><b>Executive Sponsor:</b></p>	<p>Director of Finance and Performance</p>
<p><b>Lead Officer/Author:</b></p>	<p>Risk Management and Resilience Manager</p>
<p><b>Action Required</b></p>	<p>The paper is provided to the Board for assurance.</p>
<p><b>Key Points For this Board to consider</b></p>	<p>Since the last meeting of the Board overall risk profile has remained consistent:</p> <ul style="list-style-type: none"> <li>• There are 10 risks scoring 10 or greater</li> <li>• 1 new risk has been identified.</li> <li>• 3 risks have reduced.</li> </ul>
<p><b>Governance process</b></p>	<p>Before presentation to the Board, NHS 24 corporate risks have been review, updated and approved for onward presentation by the Directorate with ownership of the risk before being presented to the following Groups:</p> <ul style="list-style-type: none"> <li>• Operational Risk Management Group 16 January 2020</li> <li>• EMT Risks &amp; Opportunities Group 29 January 2020</li> <li>• Audit &amp; Risk Committee 17 February 2020</li> </ul>
<p><b>Strategic alignment and link to overarching NHS Scotland priorities and strategies</b></p>	<p>This paper provides assurance to the NHS 24 Board and its Committees that there is an effective risk management process in place to support delivering the NHS 24 contribution to the Health and Social Care Delivery Plan.</p>
<p><b>Key Risks</b></p>	<p>The key risks are outlined in this paper. Further consideration will be given to the operational and strategic implications of the COVID 2019 threat.</p>
<p><b>Financial Implications</b></p>	<p>Financial risks and mitigation are outlined within the paper below and risk register attached.</p>
<p><b>Equality and Diversity</b></p>	<p>There are no direct equality and diversity (E&amp;D) implications associated with this report. The participation and Equalities manager actively participates in risk management process.</p>

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### 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 Corporate Risk Register provides an update on the risks to the organisation with a scoring of 10 or greater as at 7 February 2020.

2.2 Following NHS 24's internal auditors (Grant Thornton) attendance at the EMT Risks & Opportunities Group as part of a Risk Maturity Assessment, an initial report has been received. This is currently being reviewed by Management and the final Report has been provided to the Audit & Risk Committee meeting. A revised risk management strategy will then be developed to take forward short, medium and long-term improvement opportunities. This will be provided to the next Audit & Risk Committee in June 2020.

2.3 There was a risk raised by Service Delivery in October 2019 (that scores less than 10) that the 111 Service may not be able to respond effectively to significant additional pressure/demand on services (i.e. a public health outbreak) due to current system and resourcing capacity limitations. Given the current position in relation to the COVID-2019, this risk is being monitored closely through the risk management operational processes and updates provided to the Board where appropriate.

2.4 As part of the January Board development session the Board undertook a review of the strategic risks. This will come back to the Board with the Annual Operating Plan in March 2020.

### 3. RISK SUMMARY

3.1 The risk profile is provided below (see figure 1) in the form of a heat map. This is to illustrate the current position of the Corporate Risk Register.

**Figure 1**

		Score	Likelihood					Total	Previous Score
			Rare	Unlikely	Possible	Likely	Almost Certain		
			1	2	3	4	5		
<b>Impact</b>	<b>Extreme</b>	<b>5</b>		<b>2</b> (2)	<b>0</b> (1)	<b>0</b> (0)	<b>0</b> (0)	<b>2</b>	(3)
	<b>Major</b>	<b>4</b>			<b>5</b> (6)	<b>1</b> (1)	<b>0</b> (0)	<b>6</b>	(7)
	<b>Moderate</b>	<b>3</b>				<b>1</b> (0)	<b>1</b> (1)	<b>2</b>	(1)
	<b>Minor</b>	<b>2</b>					<b>0</b> (0)	<b>0</b>	(0)
	<b>Negligible</b>	<b>1</b>						<b>-</b>	(0)-

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<b>Total</b>	-	<b>2</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>10</b>	
<i>Previous Score</i>	-	(2)	(7)	(1)	(1)		(11)

### Very High Risks

- 3.2 No very high risks are recorded on the Corporate Risk Register.

### New Risks

- 3.4 Since previously reported one new risk has been raised as follows:

**Risk RPND/036952** There is a risk that in-year financial forecasting is challenged due to financial and progress information on new programmes not being shared with the appropriate directorates in the most efficient and effective way. It is anticipated that as the SPRA process and the new Programme Management Framework and associated budgetary controls embed that this risk will reduce.

### Increased Risks

- 3.5 No risks have increased in score since the last meeting of the Board.

### Reduced Risks

- 3.6 Three risks have reduced in score since the last meeting of the Board:

**Risk RPND/032338** – Patient journey impacted due to being unable to update the KMS system in real time - Following discussion, it was agreed by the Clinical Risk Review Group (Chaired by the Medical Director) that this risk could be reduced from 15 to 10, as cover to update changes to PCEC's availability on KMS had been extended to 24/7 cover. Service Delivery was supportive, and it was agreed that this would remain a risk until the long term automated solution is implemented.

- 3.5 **Risk RPND/033964** - Short and long term operational disruptions may occur as a result of EU Exit. This has reduced in score from 12 to 9 due to the EU exit with a deal. The focus on national consideration to longer term planning will continue with an NHS and Scottish Government workshop on the 21<sup>st</sup> February 2020.

- 3.6 **Risk RPND/024449** Achieving financial balance risk. This has reduced in score from 10 to 8 following the in-year SPRA mid-year review process and in relation to the final forecast being agreed for the 2019/20 financial position. The position will continue to be closely monitored as we prepare the 3-year financial plan for 2020/21.

### Closed Risks

- 3.8 No risks scoring 10 or above have been closed since the last meeting of the Board.

**4. RISK HIGHLIGHTS BY CATEGORY**

4.1 Figure 2 below outlines a breakdown of the broad categories of the risks within the Corporate Risk register.

**Figure 2**

<b>Primary Category</b>	<b>Business</b>	<b>Staff</b>	<b>Clinical</b>	<b>Reputation &amp; Engagement</b>	<b>Total</b>
Current	5	4	1	0	10
Previous	6	4	1	0	11

**5. PROGRAMME RISK**

5.1 Where appropriate, Boards will recommend that a risk be escalated to the Corporate Risk Register. Current programme risks escalated to the corporate risk register relate to the Connect, Shift Review and Estates Programmes.

5.2 Work continues with the Programme Management Office to improve programme risk management and ensure appropriate and timely escalation to the Corporate Risk Register. A series of workshops have been arranged for February/March and the Risk Management Team is meeting with Project Leads to determine where they can provide support in relation to programme risk.