	Case Ref	Category	Receipt Date	Primary Committee	Secondary Committee	Description	Significant Impact	Executive Risk Owner	Strategy Type	Mitigating Action	Prev Score (AxB)	Current Score (AxB)	Target Score (AxB)	Target Date
1	RPND/ 031009	Staff	17/11/2017 14:58:40	Staff Governance Committee	Planning & Performance Committee	NHS 24 does not achieve the agreed resource targets which would have a service performance and quality impact.	Reduced capacity to effectively manage NHS 24 services and any potential additional demand, impacting of the quality of the patient journey.	Director of Workforce	Reduce	Agreed performance improvement plan in place. (Complete) This includes: - development of more flexible employment choices - introducing a career framework for the main skill sets of the organisation. - improved conversion rate of candidate to employment Governance/reporting framework in place for implementation of the improvement plan, including: - internal weekly recruitment update meetings that feed into Workforce Planning Group - SPRA process (mid-year review) - Quarterly reporting/statistics to EMT, Strategic Workforce Planning Group, Staff Governance and Planning & Performance Committees and NHS 24 Board (Ongoing)	16	16 ⟷	6	31/03/2020
2	RPND/ 021544	Staff	22/09/2015 12:12:26	Staff Governance Committee	Planning & Performance Committee	There is a risk that the current sickness absence rates will impact on the efficiency and effectiveness of Service Delivery.	Negative impact on staff experience, wait times for patients and clinical safety. Resulting in a compromised ability to deliver safe, effective care and achieve KPIs. Negative impact on NHS 24's ability to deliver its strategic objective 'Building a Stronger Organisation' as it is unable to attract recruitment candidates and retain staff, resulting in potential reputational damage.	Director of Workforce	Reduce	Attendance Improvement Plan 19/20 to be developed (Complete) and implemented (Ongoing). This contains a large number of actions and initiatives including: - target to reduce sickness absence by March 2020 by 0.5%, - wellbeing test of change established in the east - provision of Health & Wellbeing initiatives for staff. - Invest in Our Leadership Programme - Shift Review - Impact - Better Working Better Care in place to support improved staff experience. Delivery of Internal Audit Actions (Progressing). Progress monitored by Staff Governance, Planning & Performance and Audit & Risk Committees. Sharing good practice/research between Boards (Progressing). NHS 24 Values work ongoing to support the delivery of an improved culture within the organisation (Ongoing). Support our staff by providing positive working environment, occupational health services and one to one support (Ongoing). National and Local Staff Engagement Plans and yearly planner of engagement developed by Communications team (Complete). Service Delivery lead appointed to oversee absence initiatives (Complete).	15	15 ⟷	6	31/03/2020
3	RPND/ 025796	Business (Operational)	31/08/2016 18:39:44	Planning & Performance Committee	Clinical Governance Committee	There is a risk that NHS 24 is vulnerable to a successful phishing or malware attack if the full range of possible control measures are not being fully utilised.	Resulting in the introduction of malware to the estate which could directly compromise the integrity, availability or confidentiality of the data held by the organisation and potentially cause significant disruption to the delivery of services. Secondary impact would be the associated damage to the reputation of the organisation.	Chief Information Officer	Reduce	Review of current and any additional potential controls is being considered and will take into account the Connect programme opportunities. (Progressing) A new web filter product has been implemented which reduces the number of potential attacks. (Complete). Anti-virus updating is set-up to be done automatically. (Complete)	12	12 ⟷	8	30/04/2020

#	RPND ID	Type	Date	Committee	Committee	Risk	Impact	Owner	Action	Controls				Review Date
4	RPND/ 036952	**Business (Financial)**	09/10/2019 14:10:29	Planning & Performance Committee	Audit & Risk Committee	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.	There will be reduced best value use of finances. Forecast does not truly reflect the underlying position and NHS 24 cannot re-allocate resources as effectively. Reputational impact with key stakeholders.	Director of Finance & Performance	Reduce	SPRA process in place to ensure initial and ongoing robust financial management. (Ongoing) Programme management framework also in place to ensure robust financial management within programmes. This will provide early indication of any financial issues (Progressing) Programme governance framework will support scrutiny of current projects and programmes (progressing). Additional Project Manager and Finance lead discussions for each programme (Ongoing). Regular budget holder meetings to continue (ongoing). Identify areas to meet best value (ongoing). Additional Brokerage repayment (Progressing). Development of Finance Awareness Sessions (Progressing)	New	12	6	30/04/2020
5	RPND/ 036117	**Business (Operational)**	24/06/2019 15:24:11	Planning & Performance Committee	Clinical Governance Committee	There is a risk that the technology components supporting NHS 24's front line application will become more prone to failure and parts to repair, upgrade or patch will become more difficult to resource the longer the technical transformation (Connect) programme takes to be implemented. Components have either reached or are getting close to an end of life position.	Increases potential system downtime impacting on the delivery of NHS 24's front line services. Security threats are also increased as patches become less available. Negative impact on public, partner and staff relations.	Chief Information Officer	Reduce	The NHS 24 Board approved a two staged approach to the Connect Programme and the Phase 1 Business Case in November 2019. (Complete) The Phase 1 Business Case confirms extending support contracts for a minimum of 12 months and replacing critical infrastructure which will 1) stabilise the current environment through upgrading/refreshing end of life hardware and extending support on the operating systems and applications 2)ensure no degradation from the current system and applications performance and 3) allow for a period of focussed review of the broader investment required to support the future technical and digital roadmap for the organisation. CCN's for extended support for Operating systems and storage have been signed off. (Complete) CCN for extended legacy hardware support to be put in place (Progressing) Phase 2 Business Case to be presented to the March 2020 Board meeting (Progressing).	12	12 ⟷	4	31/08/2020

#	ID	Category	Date	Committee	Committee	Risk	Impact	Owner	Response	Controls / Actions				Review Date
6	RPND/ 030229	**Staff**	10/10/2017 13:50:53	Staff Governance Committee	Planning & Performance Committee	There is a risk that NHS 24 fail to realise the long term benefits of delivering a sustainable shift review which better aligns staff deployment to demand while meeting the needs of the service.	Increase operational challenge associated with operating technology system. Increased cultural issues associated with lack of teaming approach on front-line. Challenging performance and workforce planning which may impact service levels and cost. Limits ability of NHS 24 to deliver desired outcomes from strategic delivery plan.	Director of Service Delivery	Reduce	Shift review aligned to Better Working, Better Care clinical supervision test of change (Complete). Modelling option being developed by NHS 24 supported by NICE (Complete). The outputs from the staff engagement are being used to inform the modelling of options (Complete). Ensure robust communication plan in place including staff survey, off-line time for staff to attend focus groups. (Complete) All stakeholders are engaged and informed at all stages of the review (Complete). Commitment of resources to the Project to develop the full scope of outputs (Complete). Head of Integrated Service Delivery has been appointed (Complete). Agreed approach to flexible working requests to be put in place (Ongoing) Rotas identified by the shift review need to inform the recruitment process (Ongoing) Ensure staff time for development is fully protected and a culture of learning is embedded (Ongoing)	12	12	6 ⟷	29/05/2020
7	RPND/ 035511	**Business (Operational)**	15/04/2019 10:37:28	Planning & Performance Committee	Audit & Risk Committee	There is a risk that NHS 24 do not capitalise on the long term accommodation opportunities for the regional operational centres due to the timescales of the Clyde Contact Centre relocation requirement.	Long term operational detriment with reduction in capacity, improved ways of working. Negative financial impact.	Director of Finance & Performance	Reduce	Estates Programme Board established to provide assurance (Complete). Clear accommodation requirements to meet NHS 24 long term strategic needs (Progressing). Alternative accommodation options scoped and identified (Complete). Engaging with key partner agencies to understand their long term strategic intentions (Ongoing). Staff engagement at appropriate intervals on the longer term implications (Ongoing). Appropriately costed business case required for Board approval (Progressing).	12	12	4 ⟷	30/04/2020
8	RPND/ 036304	**Staff**	19/07/2019 11:00:47	Staff Governance Committee	Finance & Performance Committee	There is a risk that staff based at Clyde Contact Centre will become disengaged due to the current uncertainty on future base location.	Staff wellbeing, attrition and absence negatively impacted, resulting in diminished service provision. Staff disengagement.	Director of Workforce	Reduce	Scoping work to identify and assess all options, for consideration by the Executive Management Team (Progressing). Communications Plan developed (Complete). Early and ongoing engagement with staffside and management to ensure effective communication with staff (Ongoing). Drive business case development and implementation. (Progressing) Development of a project team to support the implementation of the relocation (Complete).	12	12	4 ⟷	31/03/2020

| 9 | RPND/ 034576 | **Clinical** | 04/12/2018 13:54:17 | Clinical Governance Committee | Planning & Performance Committee | There is a risk that NHS 24 will not fully optimise their digital response to a pandemic flu due to reliance on stakeholders operational response model. | This may result poor patient journey. Negative reputation for NHS 24. Ineffective national response. | Medical Director | Reduce | Development of a digital solution to support the SFREC model. NHS 24 have written to Scottish Government to support a scoping exercise. Awaiting SG response on NHS 24 proposal (Progressing).

Effective engagement with Scottish Government Health Resilience Unit, Sponsor Division and Public Health Unit (Progressing).

Workshop with key stakeholders inc SG, HPS and NSS (Progressing).

Agreed approach of response to pandemic flu considered and approved by EMT (Complete).

Confirm digital approach with HPS (Complete).

Paper developed to base discussion with NPFS. SG to arrange meeting to ensure the improvements required as undertaken and there is best value in UK contract (Complete). | 10 | 10 | 5 | ⟷ | 28/08/2020 |
| 10 | RPND/ 032338 | **Business (Operational)** | 14/02/2018 16:56:16 | Clinical Governance Committee | Planning & Performance Committee | There is a risk that the quality of the patient journey could be affected in the event that there are inaccuracies in referral centre availability on Knowledge Management System (KMS) that NHS 24 is unable to update in real time. | The patient journey is compromised. NHS 24 directly refer to NHS GGC without going through the hub. If the Board informs us that they are closing a PCEC and we do not update the information in real time in KM the risk is that we send a patient to a closed PCEC and the patient comes to harm. | Director of Service Delivery | Reduce | Communications are being sent to staff in real time in relation to PCEC end point status to 'ensure all NHSGGC PCEC rotas are checked as these are subject to change and may close at short notice'. (Ongoing).

A short-term solution has been put in place to provide internal data management team cover (who have the ability to update remotely) from 9am-8pm 7 days a week.   This cover is then taken on by the IT on-call resource (Complete).

Working group established to monitor progress in relation to the development and implementation of the long term solution (Complete).

Clinical Systems Development Team to develop a Robotic Process Automation as a long term solution for this risk. Software has been installed, test of change is underway and anticipated go live of test of change in August, with full implementation post Festive freeze.   (Progressing) . | 15 | 10 | 5 | ↓ | 31/03/2020 |