

<p>NHS 24 BOARD MEETING</p> <p style="text-align: right;">21 DECEMBER 2023 ITEM NO 8.3 FOR ASSURANCE</p> <p style="text-align: center;">RISK MANAGEMENT UPDATE</p>	
Executive Sponsor:	John Gebbie, Director of Finance
Lead Officer/Author:	Kevin McMahon, Head of Risk & Resilience
Action Required	The Board is asked to take assurance from the Risk Management processes, presented Corporate Risk Register and risk update provided.
Key Points for this Committee to consider	<p>The Board are presented with all current corporate risks scoring 10 and above (12 in total). Since previously presented to the Board on 31 August 2023, the key changes are as follows:</p> <ul style="list-style-type: none"> • There are currently 30 corporate risks on the corporate risk register, compared to 31 previously. • 2 risks have been closed. • 1 new risk identified. • 2 have reduced in score.
Governance process	<p>Before presenting to the Board, all risks have been reviewed at the following forums:</p> <p>04/09/23: Operational Risk Management Group 18/09/23: EMT Risk & Opportunities Group 17/10/23: EMT Business Meeting 09/11/23: Staff Governance Committee 16/11/23: Clinical Governance Committee 27/11/23: Planning and Performance Committee 30/11/23: Audit & Risk Committee</p>
Strategic alignment and link to overarching NHS Scotland priorities and strategies	<p>This paper provides assurance to the Board that there is an effective risk management process in place to support delivery of key strategic priorities and supporting documentation below:</p> <ul style="list-style-type: none"> • NHS 24 Strategy, Annual Delivery and Medium Term Plans • Key Scottish Government Ministerial Priorities • NHS 24 Realistic Medicine Framework

Key Risks	Organisational 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 from the risk management processes and governance structure in place.

2. TIMING

2.1 There are no timing issues associated with this paper.

3. BACKGROUND

3.1 In line with the Audit and Risk Committee’s Terms of Reference, the Committee has the delegated authority of the NHS 24 Board to monitor the effectiveness of risk management arrangements, to assess and manage risk and provide the Board with assurance in this regard. The Committee reviewed the Corporate Risk Register and was assured by the risk management processes in place at its meeting on 30 November 2023.

4. RISK MANAGEMENT UPDATE

4.1 This paper provides an update on all corporate risks as at 8 December 2023. The attached risk register details all corporate risks scoring 10 and above.

4.2 There are currently 30 corporate risks in total compared to 31 previously reported, key changes are as follows:

- 2 risks have been closed
- 1 new risk has been identified
- 2 risks have reduced in score

4.3 The Information Governance and Security (IGSG) Team has developed a Cyber Security Risk Register to ensure appropriate scrutiny of cyber risks at an operational level. This was presented to the Planning & Performance Committee on 27 November 2023 and the Audit & Risk Committee on 30 November 2023.

- 4.4 Following discussion at the Integrated Governance Committee meeting, two new risks are currently being developed through internal processes:
- 4.4.1 An overarching corporate cyber security risk to provide the Board and Committees with oversight and assurance in relation to the management of cyber risk within NHS 24. The initial risk description is as follows and will be presented in full at the next round of governance committees in February 2024:
- RPND/048511: There is a risk that NHS 24's information assets or technology systems are lost or compromised due to a successful malicious cyber attack or data breach by an individual or organisation attempting to gain access to technology network/infrastructure, corrupt data or steal confidential information.
- 4.4.2 Consideration of a new risk in relation to delivery of the Workforce Strategy timelines following the recent announcement of the secondment of the Director of Workforce to another NHS Board.
- 4.5 In addition to the above, the Staff Governance Committee were updated on the development of a risk in relation to the benefits of the shift review. The initial risk description is as follows and will be presented in full at the next round of governance committees in February 2024:
- RPND/048113: There is a risk that the benefits of the Shift Review, in particular the development of a team culture, are not fully realised without the successful culture change and bedding in of Phase II (manager/team alignment) of the shift review.
- 4.6 It had been agreed with the Chair of Clinical Governance Committee to develop a new risk register format for the Committee. This was presented to the Committee at its meeting on 16 November. The new reporting format was discussed further at the Integrated Governance Committee meeting on 7 December 2023 and it was agreed that the new format would be adopted by all Committees and Board from the next round of meetings in February 2024

5. RISK SUMMARY

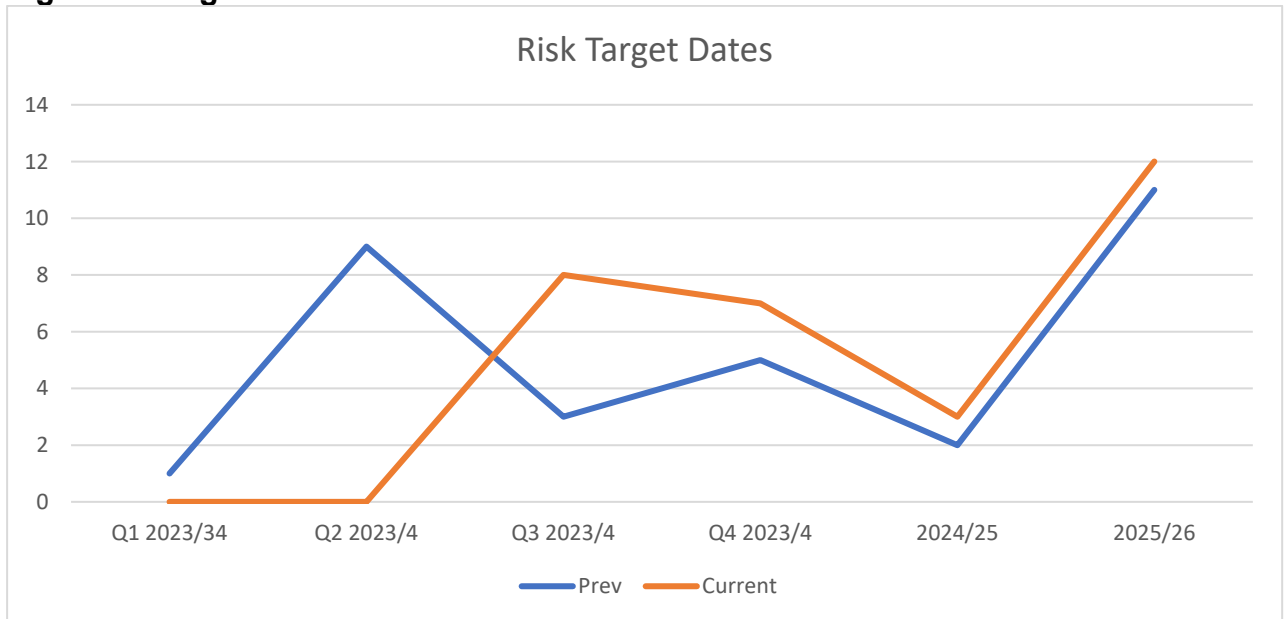
5.1 The risk profile (figure 1), provided in the form of a heat map below, highlights the current position of all corporate risks.

Figure 1. Risk Profile

		Likelihood					Total	Prev Score	
		Rare	Unlikely	Possible	Likely	Almost Certain			
		Score	1	2	3	4	5		
Impact	Extreme	5	-	1 (0)	0 (1)	0 (0)	0 (0)	1	(1)
	Major	4	-	5 (5)	8 (8)	2 (3)	0 (0)	15	(16)
	Moderate	3	0 (0)	6 (6)	4 (4)	0 (0)	1 (1)	11	(11)
	Minor	2	-	0 (0)	2 (2)	1 (1)	0 (1)	3	(3)
	Negligible	1	-	-	-	-	-	0	(0)
Total			0	12	14	3	1	30	
<i>Prev Score</i>			(0)	(11)	(15)	(4)	(1)		(31)

5.2 Risk Target Dates (Figure 2 below) provides an overview of the current risk profile in the short, medium and longer term.

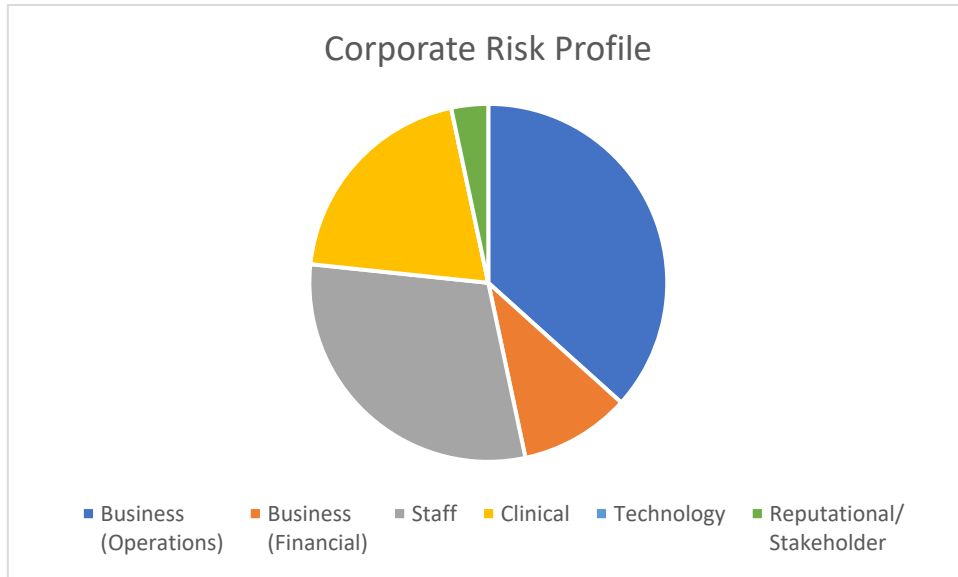
Figure 2. Target Dates



	Q1 2023/34	Q2 2023/4	Q3 2023/4	Q4 2023/4	2024/25	2025/26
Prev	1	9	3	5	2	11
Current	0	0	8	7	3	12

Since previously reported, 21 target dates remain the same, 5 have been extended to Q3 2023/24, 1 risk extended to Q4 2023/24, 1 new risk in Q4 2023/24, 1 extended to 2024/25 and 1 extended to 2025/26.

5.3 Current Risk Profile is set out below in Figure 3



	Business (Operations)	Business (Financial)	Staff	Clinical	Technology	Reputational/ Stakeholder
Prev	11	3	9	5	2	1
Current	12	2	10	5	0	1

The overall risk profile remains steady. Key changes since previously reported are as follows:

- The closure of risk RPND/046417 (see 5.5 below) reduced the Business (Financial) risks from 3 to 2.
- Technology risks reduce from 2 to 0 following the closure of risk RPND/046435 (see 5.5 below), and the reclassification of risk RPND/046716 (There is a risk that due to pressures to deliver improved external patient facing ICT interfaces, we are unable to deliver the modernisation of systems and digitisation internally which will enable delivery of the Workforce Strategy and Plan 2022-25). This was originally classified as a technology risk due to the technology elements of the mitigation, however, due to the impact of this risk being on staff and their ability to deliver on key objectives, this was changed to a Staff risk, increasing the number of staff risks from 9 to 10.
- The new risk identified below has been identified as a business (operational) risk which has increased this category from 11 to 12.

5.4 New Risks

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

RPND/047928: There is a risk that the NHS 24 Estate may include properties which have building component failure due to being constructed using RAAC -

Reinforced autoclaved aerated concrete. Early investigations have indicated that this will be a low risk for NHS 24, however, risk will not be reduced until investigations are complete.

5.5 **Closed Risks**

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

RPND/046435: There is a risk that NHS24 is not able to operate due to the loss of all telephony and ICT services caused by a weak wide-area network resilience provided by supplier. All mitigations complete and real-time performance monitoring now in place. This risk was approved for closure by CIO and the EMT Risks & Opportunities Group.

RPND/046417: There is a risk that due to current financial challenges, without robust focus and consensus on any investment / disinvestment across NHS 24, the organisation's objectives are mis-aligned in terms of resource and capacity to deliver against Scottish Government Commission and priorities. Mitigating actions in place to appropriately monitor and manage this risk. The risk was approved for closure by the Director of TSPP and the EMT Risks & Opportunities Group.

5.6 **Reduced Risks**

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

RPND/046711: Workforce Strategy Priority 1: Sustainable Workforce There is a risk that the steady increase in NHS 24 staff turnover over the past 2 years continues, net gains are not realised and therefore target establishment levels are not achieved. The likelihood of this risk has reduced by 1 reducing the score from 16 (4x4) to 12 (4x3) following completion of key Year 1 mitigations including completion of phase 1 of the Attrition Improvement Plan and Phases 1 and 2 of the shift review. This risk is being monitored through the Staff Governance Committee.

RPND/046713: Workforce Strategy Priority 3: Enhanced Learning & Development. There is a risk that NHS 24 are unable to meet current and future training needs due to the inability to release front line staff because of continued and sustained service pressure demands. The likelihood of this risk has reduced by 1 reducing the score from 12 (4x3) to 8 (4x2) following completion of key Year 1 mitigations including the development of new Learning Management System to allow staff to access experiential, virtual and digital learning maximising offline time aligned to CPD. This risk is being monitored through the Staff Governance Committee.

6. **PROGRAMME RISKS**

- 6.1 Work is ongoing in relation to the development of risks under the new digital and service transformation programmes of work.
- 6.2 Head of PMO has confirmed that there are no current programme risks which require escalation to the corporate risk register at this time.