

**NHS 24
BOARD MEETING****29 AUGUST 2024
ITEM NO 9.3
FOR APPROVAL****STRATEGIC RISK REGISTER UPDATE****Executive Sponsor:**

John Gebbie, Director of Finance

Lead Officer/Author:

Kevin McMahon, Head of Risk & Resilience

Action Required

The Board is asked to review and approve the attached Strategic Risk Register.

Key Points for this Committee to consider

In line with Board and Committee Workplans, the Board is presented bi-annually with the Strategic Risk Register.

Following approval by the NHS 24 Board and Scottish Government of the 3 Year Delivery Plan, the Executive Management Team undertook a full review of strategic risks to update and align to the Corporate Plan. The Board is presented with 7 new strategic risks which align to the 3 Year Delivery Plan.

As these risks have been newly developed, the mitigation for these will be refined and updated as work relating to each progresses.

Although, presented to the Committee and Board bi-annually, these risks will be reviewed and updated on a quarterly basis by the EMT Risks & Opportunities Group.

Governance process

Before presenting to the Board, all risks have been reviewed and updated at the appropriate forums as follows:

19/06/24: EMT Risk & Opportunities Group
04/07/24: EMT Risk & Opportunities Group
29/07/24: Circulated virtually to EMT Business Meeting
15/08/24: Audit & Risk Committee

Strategic alignment and link to overarching NHS Scotland priorities and strategies

This paper provides assurance to the Board and Committee that there is an effective risk management process in place to support delivery of key strategic priorities and supporting documentation below:

- NHS 24 Strategy

- 3 Year Delivery Plan
- Key Scottish Government Ministerial Priorities
- NHS 24 Realistic Medicine Framework

Strategic alignment and link to Corporate Delivery Plan activity

Corporate Deliverable 2: Continuous improvement of core service performance in line with NHS 24's Key Performance Framework, and delivery of programmes to support the wider health and care system and delivery of Right Care, Right Place.

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 be assured by the strategic risk management update presented and approve the attached Strategic Risk Register.

2. TIMING

- 2.1 There are no timing issues associated with this paper.

3. BACKGROUND

- 3.1 The Audit and Risk Committee, in line with its Terms of Reference, 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. At its meeting on 15 August 2024, the Audit & Risk Committee reviewed the strategic risks register and, subject to a minor amendment to risk RI-0010083, the Committee were content to recommend approval of the Strategic Risk Register to the NHS 24 Board.
- 3.2 Strategic risk management can be defined as the process of identifying, assessing, and managing the risk in the organisation's strategy - including taking swift action when risk is actually realised. Strategic risks threaten or disrupt the assumptions at the core of an organisation's strategy.
- 3.3 A strategic risk can take the form of a potential event that can undermine implementation of a business strategy or achievement of strategic goals. It can arise from an operational, financial, technology, security, legal, or other familiar risk that escalates to the point at which it poses a threat to implementation of a strategy or achievement of a goal. It can also emanate from an external event, or events that challenge management's assumptions

or undermine strategy or strategic goals. Strategic risk events can also support new opportunities to generate value and improve performance. For example, Redesign of Urgent Care.

- 3.4 Corporate risks are defined as risks that, if realised, will impact on the short-medium term operational business activity, and are managed by the EMT. NHS 24 currently operates with a corporate risk register that categorises risk into business operational, business finance, workforce, clinical, reputation and stakeholder engagement, Business strategic risks are covered within a separate strategic risk register and is determined as a category of risk by NHS 24.
- 3.5 The existing process of having a separate strategic risk register was developed to consciously ensure the opportunity for strategic risk assessment of NHS 24 leaders. To enable risk management to become a proactive activity that adds value to the strategic planning processes.
- 3.6 As our strategic planning processes have matured, the EMT challenged the current risk management model to ensure it is fit for purpose and as effective as it should be. The EMT risks and opportunities group considered an options paper in regard to how strategic risk should be managed. The group elected to maintain a separate strategic risk register. This allows tactical and operational leads to focus on day-to-day activities. The EMT, Strategic Delivery Group and EMT Risks and Opportunities group will continue to monitor and provide oversight of strategic risks. This will also be part of a Board development session on an annual basis to allow the opportunity for Board input and in identifying areas of concern or gaps in our risks or mitigating actions.

4. RISK MANAGEMENT UPDATE

- 4.1 This paper provides an update on all strategic risks as at 16 August 2024. The attached risk register details all current strategic risks.
- 4.2 Following approval by the NHS 24 Board and Scottish Government of the 3 Year Delivery Plan, the Executive Management Team undertook a full review of strategic risks to ensure full alignment with the NHS 24 Strategy and Corporate Plan. The Committee is presented with 7 newly articulated, strategic risks which align to the Strategy and 3 Year Delivery Plan. Although risks have been reworded to reflect the current position, key themes remain including financial challenges, capacity and capability and meeting the expectations of the public and stakeholders. One of the risks previously included has transferred to the corporate risk register RI-0007975 relating to benefits realisation.
- 4.3 EMT did consider the risks to the environmental/sustainability agenda, though view the risks to be managed at a programme level at this current time and will continue to be monitored and escalated where required, as per business processes. NHS 24 recognises our responsibility towards Climate Emergency and Sustainability though it is not felt that our current strategy and operating model will be significantly at risk due to environmental/sustainability risks. NHS 24 has established a dedicated

programme of work to align NHS 24 with NHS Scotland’s Climate Emergency and Sustainability Strategy.

4.4 These strategic risks provide a high-level oversight of the potential risks to NHS 24 fulfilling the aims and objectives set out in the Strategy and 3-Year Delivery Plan. The Corporate Risk Register consists of operational risks, identified by directorates, and provides greater detail at an operational level of the risks to delivery and the actions the organisation is doing to stop that risk becoming a reality. Work is underway to ensure that each of the corporate risks align to our strategic risks.

4.5 As these risks have been newly developed, the mitigation for these will be refined and updated as work relating to each progress.

4.6 Although, presented to the Committee and Board bi-annually, these risks will be reviewed and updated on a quarterly basis by the EMT Risks & Opportunities Group.

4.7 There are currently 7 strategic risks each of which is aligned to one of the three strategic aims set out in the Corporate Delivery Plan as follows:

- Aim 1: Delivering sustainable high-quality services.
- Aim 2: Provide a workplace in which our people can thrive.
- Aim 3: Be a collaborative forward thinking partner.

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 strategic risks.

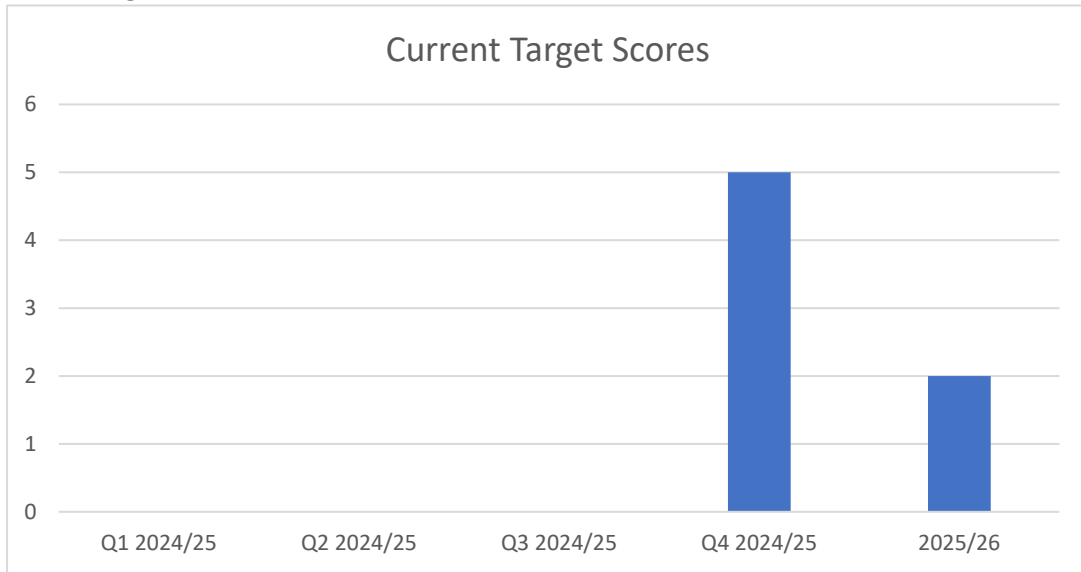
Figure 1. Risk Profile

		Likelihood					Total	
		Rare	Unlikely	Possible	Likely	Almost Certain		
		Score	1	2	3	4	5	
Impact	Extreme	5	-	2	0	0	0	2
	Major	4	-	1	3	0	0	4
	Moderate	3	-	0	1	0	0	1
	Minor	2	-	0	0	0	0	0
	Negligible	1	-	-	-	-	-	0
Total			0	3	4	0	0	7

5.2 The risk target dates (figure 2 below), provides a comparison of current target dates to those previously reported. Currently target dates are aligned to either

in-year delivery, for example the financial position, or delivery timeline associated with key programmes of work within the 2025-28 NHS 24 Strategy.

Figure 2: Target Dates



	Q1 2024/25	Q2 2024/25	Q3 2024/25	Q4 2024/25	2025/26
Current	0	0	0	5	2

5.3 NHS 24 – Strategic Aims

The 3 Year Delivery Plan clearly sets out NHS 24’s Strategic Aims and the new Respond system aligns each corporate risk to those strategic aims. Figure 3 below shows the number of strategic risks aligned to each of the three strategic aims. This risk profile will be monitored across all risks to demonstrate trends against particular strategic aims.

Figure 3: Strategic aims



NHS 24
STRATEGIC RISK REGISTER (Correct as of 16/08/2024)

Case Ref	RI-0008830
Risk Register	Strategic
Receipt Date	27/06/2024
Strategic Aim	Delivering sustainable high-quality services.
Primary Governance Committee	NHS 24 Board
Secondary Governance Committee	Audit & Risk
Description	Strategic Risk: There is a risk that NHS 24 will not have the technology and digital resource capacity to deliver core services and support service and digital transformation in the event of an unexpected and unplanned Scottish Government or key stakeholder commission.
Significant Impact	Potential financial impact for required additional resource. Key programmes of work either not delivered or delivered late resulting in non-delivery of Strategy and Plans.
Executive Risk Owner	Chief Information Officer
Strategy Type	Reduce
Mitigating Action	Mitigating Actions - Ongoing 1. Robust planning and monitoring processes in place, including establishment of Programme Boards for all key programmes of work (Complete). 2. Strategic Delivery Group in place to oversee progress on all key programmes of work and monitor cumulative risk. (Ongoing Control) 3. SPRA process in place to support resource identification to monitor and support priorities across NHS 24 (Q2 - Q4 2024/25). 4. Clear mechanisms within Programmes of work to monitor resource. (Ongoing Control)
Previous Score (AxB)	12
Current Consequence (A)	Major (4)
Current Likelihood (B)	Possible (3)
Current Score (AxB)	12
Target Score (AxB)	4
Target Date	31/10/2025

0

Case Ref	RI-0008873
Risk Register	Strategic
Receipt Date	28/06/2024
Strategic Aim	Delivering sustainable high-quality services.
Primary Governance Committee	NHS 24 Board
Secondary Governance Committee	Audit & Risk
Description	Strategic Risk: There is a risk that Service Delivery's current resources and infrastructure are not sufficient to enable delivery of the Service Transformation Programme and deliver business as usual services.
Significant Impact	Strategy and Corporate Delivery Plan are not delivered on time and in budget.
Executive Risk Owner	Director of Service Delivery
Strategy Type	Reduce
Mitigating Action	Mitigating Actions - Ongoing 1. Service Transformation Programme Board and governance structure established (Complete). 2. Establishment of well defined workstreams with clear project briefs including Current Service Optimisation, Future Care Pathways and Enhancement of Online Products/Services (Ongoing - 31 August 2024) 3. Development of ongoing reporting and monitoring of processes through the Service Transformation Board. (Ongoing - 31 October 2024) 4. Work ongoing, supported by the Strategic Planning Team, to establish an agreed understanding by senior executives and SROs of key programme of works, of shared objectives, risks and dependencies (Ongoing - 30 September 2024). Oversight of dependencies, competing resource requirement and shared risks across key programme of works through Strategic Delivery Group (Ongoing Control) 4. Recruitment drive ongoing to achieve and maintain establishment targets (Ongoing Control) 5. Analysing data/insight to systematically and objectively identify clear priorities. This will be refined, and sense checked to underpin prioritisation and resource allocation. (Ongoing 30 September 2024)
Previous Score (AxB)	8
Current Consequence (A)	Major (4)
Current Likelihood (B)	Possible (3)
Current Score (AxB)	12
Target Score (AxB)	4
Target Date	31/03/2025

0

Case Ref	RI-0010016
Risk Register	Strategic
Strategic Aim	01/04/2024
Receipt Date	Delivering sustainable high-quality services.
Primary Governance Committee	NHS 24 Board
Secondary Governance Committee	Audit & Risk
Description	Strategic Risk: There is a risk that due to the high degree of financial uncertainty at a national level, NHS 24 do not receive the funding settlement required, as set out in the approved 2024/25 Financial Plan, to deliver on its strategic objectives.
Significant Impact	NHS 24 unable to deliver on all its strategic objectives. Strategic planning will be negatively impacted or delayed.
Executive Risk Owner	Director of Finance
Strategy Type	Reduce
Mitigating Action	Mitigating Actions Ongoing 1. Supported with ongoing dialogue to confirm NHS 24 and Scottish Government's agreement on planning assumptions (Ongoing - Q4 2024/25) 2. Confirmation of breakdown of NHS 24's allocation (Ongoing - Q1/Q2 2024/25) 3. Governance reporting to Board and Committees to develop corporate understanding of financial position for 2024/25 (Q4 2024/25) 4. SPRA process to support Finance and Strategic Planning to ensure quarterly reviews (Q4 2024/25). 5. Corporate Delivery Plan approved. Ongoing planning and performance review and monitoring arrangements in place (Q4 2024/25). 6. Sustainability and Value Group in place to ensure regular review and identification of efficiencies (Q4 2024/25) . Ongoing Controls 1. SPRA process in place to enable prioritisation for use of funding to ensure balanced budget 2. High Impact Changes and SPRA as a vehicle for getting commitment for funding of strategic priorities. 3. Continued engagement and representation at the appropriate forums to influence/inform decision making in relation to urgent care, mental health, health and social care priorities etc are 4. Continued monitoring of performance and governance processes in place to evaluate and enable quick decisions if the funding landscape changes 5. Quarterly reporting to Planning & Performance Committee.
Previous Score (AxB)	16
Current Consequence (A)	Major (4)
Current Likelihood (B)	Possible (3)
Current Score (AxB)	12
Target Score (AxB)	8
Target Date	31/03/2025

0

Case Ref	RI-0010083
Risk Register	Strategic
Receipt Date	17/07/2024
Strategic Aim	Delivering sustainable high-quality services.
Primary Governance Committee	NHS 24 Board
Secondary Governance Committee	Audit & Risk
Description	Strategic risk: There is a risk that NHS 24 are unable to deliver change at the pace and scale, on time and on budget, that will deliver NHS 24 Strategy and meet stakeholder needs.
Significant Impact	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.
Executive Risk Owner	Director of TSPP
Strategy Type	Reduce
Mitigating Action	Mitigating Actions 1. Ongoing monitoring of progress and resource requirements in place by the Strategic Delivery Group. (Ongoing Control) 3. Robust review and monitoring of the Annual Delivery Plan with continuous governance and engagement internally and externally Management of change is set within a governance framework 4. A Programme Management Framework sets out a robust approach to programme delivery including evaluation and benefits realisation of a number of key activities that contribute to the ADP and strategic intent 5. Strategic Delivery Group established to review and monitor key programmes of work.
Previous Score (AxB)	10
Current Consequence (A)	Extreme (5)
Current Likelihood (B)	Unlikely (2)
Current Score (AxB)	10
Target Score (AxB)	6
Target Date	31/03/2025

0

Case Ref	RI-0008871
Risk Register	Strategic
Receipt Date	28/06/2024
Strategic Aim	Delivering sustainable high-quality services.
Primary Governance Committee	NHS 24 Board
Secondary Governance Committee	Audit & Risk
Description	Strategic Risk There is a risk that NHS 24 will be unable to deliver its Strategy and Corporate Delivery Plan in full to achieve identified outcomes and realise benefits, if timelines and resource are not sufficient and are mis-aligned to support key programmes of work.
Significant Impact	NHS 24 not able to realise fully the potential key benefits from delivery of strategic programmes of work.
Executive Risk Owner	Director of TSPP
Strategy Type	Reduce
Mitigating Action	<p>Mitigating Actions Ongoing:</p> <ol style="list-style-type: none"> 1. Detailed in-year Delivery Plan (2024/2025) and indicative Delivery Plan (2025/2027) in place which will be review and updated as appropriate (Ongoing - 31-03-2027) 2. Oversight and review of progress and resource requirements for all key programmes of work being monitored by the Strategic Delivery Group (Ongoing Control) 3. Work ongoing by SROs of key programmes of work, supported by the strategic planning team to identify shared objectives, risks and dependencies across key programmes of work (Ongoing - 31.09.2024) 4. Capacity planning and critical path planning developed and being monitored with robust programme deliver mechanisms in place. (Ongoing Control) <p>Mitigating Actions Complete</p> <ol style="list-style-type: none"> 1. There is now a three year Strategy and Corporate Delivery Plan approved and linked to the Finance Plan. (Complete) 2. Robust programme board governance structures and review processes in place for the Digital and Service Transformation Programme of Works (Complete)
Previous Score (AxB)	10
Current Consequence (A)	Extreme (5)
Current Likelihood (B)	Unlikely (2)
Current Score (AxB)	10
Target Score (AxB)	5
Target Date	31/03/2025

0

Case Ref	RI-0008872
Risk Register	Strategic
Receipt Date	28/06/2024
Strategic Aim	Being a collaborative and forward-thinking partner.
Primary Governance Committee	NHS 24 Board
Secondary Governance Committee	Audit & Risk
Description	Strategic Risk: There is a risk to the sustainability of NHS 24 Services due to additional pressure through unnecessary demand created by insufficient knowledge and awareness of the public and key stakeholders' on how and when to access the right services at the right time to meet their needs.
Significant Impact	Reduced service provision for those in need due to insufficient knowledge of choosing the right service at the right time by callers and incorrect signposting by wider health and care organisations. Impact on health inequalities through lack of accessible information and digital inequalities Negative impact on patient journey through insufficient information and incorrect signposting by wider health and care organisations. Negative impact on patient-facing staff.
Executive Risk Owner	Head of Communications
Strategy Type	Reduce
Mitigating Action	Mitigating Actions 1. Community & Partner Communications and Engagement Framework developed with associated cross-directorate governance in place to support key deliverables against the risks highlighted (Complete) 2. Proactive communication and marketing plans in place utilising all available channels to provide accessible public information on services (Complete) 3. Patient information resources developed in accessible formats (Complete). Requirement for recurring funding to be established to maintain continued stakeholder engagement (Ongoing) 4. Continuous development and distribution plans in place for Right Care Right Place Campaign and Guide to Services materials (Ongoing Control) 5. Stakeholder Mapping exercise undertaken and monitored (Ongoing Control) 6. Governance Group in place to evaluate effectiveness of engagement and outputs. (Ongoing Control) 7. Engagement Activity with stakeholders to support dissemination of resources underway with ongoing monitoring (Ongoing Control) 8. Internal communications on the measures being taken to educate our patients and wider stakeholders on our services, and when and how to access them (Ongoing Control)
Previous Score (AxB)	9
Current Consequence (A)	Moderate (3)
Current Likelihood (B)	Possible (3)
Current Score (AxB)	9
Target Score (AxB)	3
Target Date	31/03/2025

0

Case Ref	RI-0008869
Risk Register	Strategic
Receipt Date	28/06/2024
Strategic Aim	Providing a workplace in which our people can thrive.
Primary Governance Committee	NHS 24 Board
Secondary Governance Committee	Audit & Risk
Description	Strategic Risk: There is a risk that NHS 24 will not provide an environment in which its people can thrive if it does not plan for, attract and develop a sustainable workforce.
Significant Impact	Staff turnover increases, net gains are not realised, and target establishment levels not achieved impacting the patient journey. High labour turnover rates create significant financial costs to the organisation. Staff morale, retention and wellbeing is impacted, and service pressure demands are exacerbated by increased absences. Staff and leaders in the organisation are not equipped with the skills (inc. digital), resilience and behaviours required to transform the organisation per the Corporate Strategy 2023-28. 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. NHS 24 workforce does not meet service demands therefore does not provide safe and effective patient care.
Executive Risk Owner	Director of Workforce
Strategy Type	Reduce
Mitigating Action	Note this risk relates to the delivery of the Workforce Strategy and Plan 2022-2025. Mitigating Actions 1.Deliver key objectives of the five priorities of the Workforce Strategy. Robust framework in place to track and monitor progress to ensure key milestones are met: •Sustainable Workforce: Strategic Review of Recruitment and Workforce Digital Workplan •Inclusive Culture: Cultural Alignment Programme, 'Our Wellbeing Matters' Strategy and Plan, new HR Advisory Model, implementation of Once for Scotland policies, Staff Engagement Framework and Workforce ED&I Plan. •Enhanced Learning and Development: Annual Review of Essential Learning and LearnMore24 supplementary learning system, Internal Consultancy model. •Effective Leadership and Management: Management Essentials Programme, Leading with Courage, Leading with Impact and EMT Development Programmes •Collaboration and Engagement: Area Partnership Forum Workplan, new routes into employment through working with diversity, equity and inclusion specialist organisations and other public sector bodies, NES/SAS/NHS 24 workforce collaboration. Ongoing Controls 1.Continue to manage and mitigate the 11 detailed corporate level risks pertaining to delivery of the Workforce Strategy through risk management framework. 2.Ongoing monitoring and refresh of Workforce Strategy and Plan annually, including review of Key Performance Indicators. 3.Submit Quarterly Workforce Report and regular key deliverable updates to Staff Governance Committee covering the five priorities set out in the Workforce Strategy and Plan.
Previous Score (AxB)	8
Current Consequence (A)	Major (4)
Current Likelihood (B)	Unlikely (2)
Current Score (AxB)	8
Target Score (AxB)	4
Target Date	31/10/2025

0