

NHS 24 - OFFICIAL SENSITIVE - INTERNAL ONLY - CORPORATE RISK REGISTER (Correct as at 05/06/2023)

BOARD PAPER - 22 JUNE 2023

Case Ref	Receipt Date	Primary Governance Committee	Secondary Governance Committee	Description	Significant Impact	Executive Risk Owner	Strategy Type	Mitigating Action	Prev Score (CxL)	Current Score (CxL)	Target Score (CxL)	Target Date	
1	RPND/0 46711	12/04/2023	Staff Governance Committee	Planning & Performance Committee	Workforce Strategy Priority 1: Sustainable Workforce There is a risk that the steady increase in NHS24 staff turnover over the past 2 years continues, net gains are not realised and therefore target establishment levels are not achieved. High labour turnover rates have significant financial costs to the organisation, in addition to impacting staff morale and productivity.	Understanding employee turnover rates and how these affect organisation performance and ability to achieve its strategic goals is critical. Due to the additional funding provided by Scottish Government, recruitment is a major exposure for NHS24 if unable to demonstrate that all efforts and actions are being made to reduce attrition and develop a sustainable workforce. Rolling attrition has increased year on year over the past 5 years – currently 27.61% • More staff have left within the last 6 months than have joined • 36% of leavers leave within the first 12 months • The average hours for our Call Handler leavers are 24 and the average hours for starters are 16. This means we are needing to recruit 2 new starts for every 1 leaver. To maintain the required WTE. • We lose most of our clinical resource and PWPs to elsewhere in the NHS, however for Call Handlers they are gaining employment out with the NHS.	Director of Workforce	Reduce	Mitigation - Ongoing 1. EMT and SGC receive a six monthly progress report including a deeper dive and an update on progress made against the improvement action plan (Ongoing Control). 2. Attrition Improvement Plan approved by EMT in Dec 21 and will stretch over 3 years in phases. Phase 1 complete (Phase 2 2022-23 / Phase 3 2023-2025) 3. Retention strategy built into Workforce Strategy 2022-2025 including Develop a positive organisational culture; Build an effective onboarding programme; Improve line management skills; Commit to managing staff health and wellbeing; Build a culture of recognition; Offer learning and development opportunities; Investigate all possible flexible working options for your teams; Develop two-way communication between the organisation and employees (Ongoing - 2025) 4. Wider cultural work and career pathways to be undertaken (Ongoing Control) 5. Implementation of the shift review phase 1 and 2 to allow for the alignment of managers with their teams and the transitioning of other skillsets to create multi-disciplinary teams (Aug 2023). 6. Reduced number of fixed term contracts and use of agency staff (Ongoing Control) 7. Introduce opportunity for feedback on staff experiences throughout the first 12 months working at NHS 24 (April 2024 and ongoing) 8. Develop criteria for Rotational Posts where staff do a joint role with two boards then move to implement (June 2024) Mitigation - Complete 1. Provided a deeper dive into attrition to EMT, Staff Governance Committee and APF in May 2022 and Nov 2022. 2. Review our approach to the gathering of attrition information and implement findings, developed and disseminated reports on attrition rates on key roles. 3. Reviewed onboarding to ensure buddy/mentoring is available for all new starts. Induction now spans initial 12 months of employment. 4. Appraisal Re-Invigoration to ensure employees have objectives and personal development (rolled out from April 2024). 5. Implemented a Retire and Return Process for all staff 6. Introduced stay conversations 7. Completed a pilot for mandatory exit interviews 8. Collective understanding across NHS 24 of the challenges we face - part of ongoing dialogue at the Strategic Workforce Planning Meetings, is covered at monthly Workforce and Service Delivery monthly management meetings, discussed every month with every Director as part of their monthly establishment control and movement meetings and is now available to every line manager across NHS 24 in terms of the management dashboard (Ongoing control).	NEW	16	8	30/10/2025
2	RPND/0 046716	12/04/2023	Staff Governance Committee	Planning & Performance Committee	Workforce Strategy There is a risk that due to pressures to deliver improved external patient facing ICT interfaces and the dedicated resources and finance this will require, we are unable to deliver the modernisation of systems and digitisation internally which will enable delivery of the Workforce Strategy and Plan 2022-25	Internal ICT infrastructure requires to meet and match the same ambitions of the external facing ICT infrastructure as described in the Corporate Strategy 2023-2028.	Director of Workforce	Reduce	Mitigating Actions Ongoing 1. Redefine an existing role to focus activities within the digital environment to drive efficiency and effectiveness in Workforce Directorate (Dec 2023) 2. Utilise learning from e-RAF built by ICT to build future automated processes on (Dec 2023) 3. Utilise and continue to link in with NES to adopt national internal ICT systems, promoting efficiencies (Ongoing control) 4. Conduct Digital Skills Audit to identify known gaps and move to close these, promoting digital literacy within Workforce Directorate (Dec 2023) 5. Promote the use of [REDACTED] within CPD time within Workforce Directorate to close skills gaps (Oct 2025) 6. Establish a Data and Digital Group. Work collaboratively with ICT and influence pace of internal ICT changes where possible (Oct 2025)	NEW	16	8	30/10/2025
3	RPND/0 38259	09/04/2020	Staff Governance Committee	Clinical Governance Committee	Workforce Strategy Priority 1: Sustainable Workforce There is a risk that if NHS 24 experiences low levels of staff attendance over a prolonged period of time, this will negatively impact its ability to deliver clinical services, meet the duty outlined in the Health and Care Staffing Act (Scotland) (2019) to ensure appropriate staffing and develop new and improved ways of working.	Prolonged waits to access services resulting in poor patient experience and reputational damage. Impacts negatively on staff morale, retention and wellbeing.	Director of Workforce	Reduce	Mitigating Actions - Ongoing Implementation of Wellbeing and Attendance Improvement Plan (regular updates being monitored by Staff Governance Committee). Action plan has been reviewed and updated for 2023/24. Key actions: 1. Workplace Adjustment Policy Workshops will continue into 2023/24 and will be progressed within the Management Essentials Programme from March 2023 (Ongoing - March 2024) 2. Phase 2 of Shift Review would align managers with teams to provide a more supportive and team working environment. Still ongoing due to delays processing the various stages of the grievance process (Ongoing - Aug 2023) 3. Development of fresh Action Plan for 2023/24 to support the implementation of the Health & Wellbeing Strategy and Framework - move to implementation of plan (March 24) Ongoing Control. 4. Increased Formal Attendance Meetings to support line managers in managing attendance of their staff, signalling expectations to staff of the importance to attend work (Ongoing Control). 5. Health & Wellbeing initiatives for staff to support by providing positive working environment, occupational health services and one to one support (Ongoing control). 6. Ongoing support for managers through Management Essentials and Leadership & Development Programmes (Ongoing Control) 7. Ongoing support for managers through continual review of processes and procedures for continuous improvement (Ongoing Control) 8. Attendance at training and/or completion of eLearning modules by managers is monitored and a fortnightly report is published to show compliance and progress (Ongoing Control). Mitigating Actions - Complete 1. Improved sickness absence reporting suite with improved access for managers (Complete). 2. Wellbeing Team Managers in place to drive progress in relation to improvement plan and ensure a positive and consistent approach to attendance management (Complete). Review of role and measurement of role on attendance management being developed. 3. Development of Workplace Adjustment Policy in partnership with Business Disability Forum (Complete) 4. All Directors and Managers to have attendance targets as an objective within their Appraisal (Complete). 5. Manager Dashboards to be rolled out from July to ensure accountability (Complete). 6. Audit to be undertaken by Internal Audit of Attendance Management Processes (Complete - 31 March 2022) - Audit now complete and recommendations and actions shared with Audit Committee, EMT & SMT. 7. Wellbeing Managers will continue and recruitment underway for an addition 1 x WTE at Dundee Centre by March 2023 (Complete). 8. COVID Special Leave ended August 2022. We will continue to be proactive due to more relaxed IPC Controls (Complete).	16	16	8	30/10/2025
4	RPND/0 46435	15/02/2023	Planning & Performance Committee	Clinical Governance Committee	[REDACTED]	[REDACTED]	Chief Information Officer	Reduce	Mitigating Actions - [REDACTED] [REDACTED]	NEW	15	4	30/08/2023
5	RPND/0 46713	12/04/2023	Staff Governance Committee	Planning & Performance Committee	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 current and future workforce requires to be trained effectively to provide an excellent service to patients. Limited capacity to abstract staff due to service pressure demands will impact on NHS 24's ability to re-skill/upskill staff in order to transform the workforce ready to deliver the future operating model	Director of Workforce	Reduce	Mitigating Actions/Ongoing Controls 1. Implementation of Phase 2 of the Shift Review which facilitates abstraction to allow training to occur (June 2023). 2. Introduce new Learning Management System to allow staff to access experiential, virtual and digital learning maximising offline time aligned to CPD (Mar 2024) 3. All staff to have objectives and PDP set, aligned to organisational priorities and local directorate plans to ensure pragmatic delivery of training is achievable (Mar 2024) 4. Bid to be placed with Service Delivery early in the financial year for offline time (Ongoing control) 5. Continued use and development of manager dashboards and OHIO stats to drive organisational awareness and compliance (Ongoing control) 6. Ensure 3,6 and 9 month check in conversations are being conducted and data gleaned from them is being used to drive compliance and improvement in staff experience (Ongoing control) 7. Meet regularly with CRT to understand capacity pressures and opportunities for abstraction to deliver training (Ongoing Control)	NEW	12	8	31/10/2025
6	RPND/0 46663	30/03/2023	Planning & Performance Committee	Audit & Risk Committee	There is a risk that the recurring aspirations of the directorates may not be able to be met due to the financial constraints on the organisation while savings plans require to be identified to get back to recurring financial balance.	That we cannot break even if costs are committed to and not balanced by recurring savings. Directors do not have the resources to provide the service required and there is a detrimental impact on proposed change programmes. NHS 24 fail to meet key performance or financial targets unless savings and improvement plans are implemented	Director of Finance	Reduce	Mitigating Actions - Ongoing 1. Finance planning process (SPRA and Finance Plan) mitigates against any unplanned over spend (partially complete - June 2023) 2. Savings plans in place (Ongoing - June 2023). Clarification from Scottish Government on priorities and secured funding on recurring basis (Ongoing - May 2023) Ongoing Controls 1. Budgetary reporting mitigates against unplanned overspend and allows virement of budgets in year to achieve best value (Ongoing Control) 2. EMT & Board providing leadership and decision making (Ongoing Control) 3. Process to monitor saving plans and generate new ideas (Ongoing Control)	NEW	12	6	31/07/2023

7	RPND/0 37063	24/10/2019	Planning & Performance Committee	Clinical Governance Committee	There is a risk that the NHS 24 would not be able to sustain a safe and effective response due to significant unforeseen/unforeseen demand and/or unforeseen circumstances .	Potential delay in patient care due increased waiting times at peak periods. Impact on performance targets Additional pressure on staff.	Director of Service Delivery	Reduce	<p>Mitigating Actions - Ongoing</p> <ol style="list-style-type: none"> 1. Development and implementation of performance improvement initiatives to reduce the average handling time of calls, improve access and communicate effectively with patients and the wider public (Ongoing - 31 March 2024) 2. Review of operational model and ways of working for Dentistry and Pharmacy Services including a review of IVR messaging and appropriate signposting to NH Inform (Ongoing - June 2023) 3. Coaching programme to improve clinical talk times (Ongoing) 4. Completion of SPRA process (Ongoing - May 2023) 5. Introduction of New Change Control Process (Ongoing - June 2023) <p>Ongoing Controls</p> <ol style="list-style-type: none"> 1. Application of the Corporate escalation framework that outlines triggers and actions required to support a sustained corporate response. This is supported and implemented through command and control arrangements within IMT and Executive Escalation Group when appropriate (Ongoing control) 2. Close liaison (weekly) with Scottish Government and key stakeholders through safe space meetings, sponsor meetings, RUC and COVID pathway meetings to discuss current performance, horizon scanning and opportunities for improvement. (Ongoing Control) 3. Regular review of risk status at NHS 24 IMT/SMT to ensure cross directorate approach to provide organisational support where support outside of an existing project or initiative is required to be stood up. (Ongoing Control) 4. Increased utilisation of remote clinical supervision and remote management (Ongoing Control) 5. Recruitment plan for both clinical and non-clinical roles in place to meet developing organisational and clinical supervision needs. (Ongoing control). <p>Mitigating Actions Complete (pre-November 2022)</p> <ol style="list-style-type: none"> 1. Estate Strategy that meets recruitment/resource requirements through expansion of sites in the West and East of Scotland (Complete). 2. 24/7 Technical on-call support to ensure any system issues are resolved quickly (Complete). 3. Developed Management Team to support expanding workforce and services (Complete) 4. Corporate escalation process to support frontline services, in line with ongoing review of organisational priorities and resource allocation/deployment (Complete) 5. Technical assurance on system stability, flexibility and performance (Complete) 6. Planning and communication for COP 26 (Complete) 7. SMT overview of NHS 24 priorities and resource required to provide a sustainable plan to support Service Delivery during the winter/Easter period (Complete) 8. Introduction of Peak Volume Management Group (Complete) 	12	12	4	31/03/2024
8	RPND/0 46417	13/02/2023	Planning & Performance Committee	Audit & Risk Committee	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 Scottish Government Commission and priorities.	Investment does not support delivery against strategic objectives due to lack of cohesion/alignment of priorities, resource, capacity and capability.	Director of TSP&P	Reduce	<p>Mitigating Action - Ongoing</p> <ol style="list-style-type: none"> 1. A clear robust SPRA process developed with EMT engagement to identify must/could/should activity aligned to strategic objectives and financial plan to determine investment and ROI (Ongoing - 31 June 23) 2. Align to emergent NHS 24 corporate Strategy to ensure investment will deliver against strategic objectives to help identify prioritised activity (Ongoing - 31 May 2023) 3. Align to Scottish Government ADP and medium-term-plan commission and priorities to help identify activity for investment (Ongoing - 31 May 2023) 	NEW	12	4	31/06/2023
9	RPND/0 46418	13/02/2023	Planning & Performance Committee	Audit & Risk Committee	There is a risk that Scottish Government senior leadership roles delay approval to changes in the NHS 24's KPI framework and that NHS 24 continues with interim arrangements or is required to revert back to previously agreed suite of KPIs that no longer reflect the service delivered	This may result in KPI's not being approved. Public perception of KPI's shift.	Director of TSP&P	Reduce	<p>Mitigating Actions - Ongoing</p> <ol style="list-style-type: none"> 1. Key stakeholder engagement (Ongoing Control). 2. Evidence based decision making and proposals (Ongoing - July 2023) 3. Alignment to strategy (Ongoing - May 2023) 4. Tests of change in appropriate areas. (Ongoing - July 2023) 	NEW	12	8	31/07/2023
10	RPND/0 046715	12/04/2023	Staff Governance Committee	Planning & Performance Committee	Workforce Strategy Priority 2. Inclusive Culture There is a risk that without changing the current organisational culture, attrition will continue to rise, grievances levels will continue to be high and attendance levels challenging.	Staff morale is impacted, wellbeing of staff is impacted and service pressure demands are exacerbated by increased absences. By improving the organisational culture, the above will be mitigated and NHS 24 will be recognised externally as an Employer of Choice	Director of Workforce	Reduce	<p>Mitigating Actions Ongoing</p> <ol style="list-style-type: none"> 1. Establish current culture baseline by interrogating workforce data, surveys, iMatter reports (Jun 2023) 2. Develop and implement NHS 24 Values and Behaviour Framework (Jun 2023) 3. Build and deliver a 'Culture Wall' and associated Action Plan, linked to Equality, Diversity and Inclusion and Wellbeing (Sept 2023) <p>Mitigation - Complete</p> <ol style="list-style-type: none"> 1. Appoint Culture Change Manager (Apr 2023) 	NEW	12	8	31/10/2025
11	RPND/0 46712	12/04/2023	Staff Governance Committee	Planning & Performance Committee	Workforce Strategy Priority 5. Collaboration and Engagement There is a risk that without meaningful partnership with Trade Unions, NHS 24 are unable to effectively deliver the workforce strategy.	Wellbeing and morale of staff is impacted by delayed progress relating to organisational change and employee relations activities	Director of Workforce	Reduce	<p>Mitigation - Ongoing</p> <ol style="list-style-type: none"> 1. Creating and implementing a work plan for Area Partnership Forum (June 2023) 2. Update the NHS 24 Partnership Working Agreement to promote agreed ways of working (June 2023) 3. Reviewing effectiveness of Area Partnership Forum and implement findings, monitor and report on Trade Union attendance at meetings and monitor completion of work plan commitments and timescales (Ongoing Oct 2025) 4. Annual APF self assessment to be conducted (2022/23 complete - 2023/24 to be completed). Ongoing control (Oct 2025) 5. A programme of training and development to be developed and implemented between managers in NHS 24 and partnership representatives (Dec 2023) 	NEW	12	6	31/10/2025
12	RPND/0 46714	12/04/2023	Staff Governance Committee	Planning & Performance Committee	Workforce Strategy Priority 4: Effective Leadership & Management There is a risk that leaders in the organisation are not sufficiently skilled to resiliently manage current complex organisational challenges or the change required to transform NHS 24 in line with the priorities contained in the Corporate Strategy 2023-28	Leaders in the organisation are not equipped with the skills, resilience and behaviours required to transform the organisation per the Corporate Strategy 2023-28	Director of Workforce	Reduce	<p>Mitigating Actions Ongoing</p> <ol style="list-style-type: none"> 1. Deliver Management Essentials Programme to all existing people managers up to and including Band 7 and all new managers ongoing (Ongoing - December 2023) 2. Deliver Middle Leaders Programme to all staff in Bands 6 & 7 (Oct 2025) 3. Deliver Senior Leaders Programme to all Afc staff Bands 8a+ (Oct 2025) 4. Undertake Talent Identification and Succession Planning process each year to identify nominations for national leadership programmes, identify top talent and develop for succession Ongoing - Oct 2025) 	NEW	12	6	31/10/2025