



Meeting: NHS Highland Board

Meeting date: March 2022

Title: Strategic Risk Register

Responsible Executive/Non-Executive: Dr Boyd Peters, Board Medical Director

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1 Purpose

This is presented to the Board for:

- Discussion

This report relates to:

- Remobilisation Plan 2021/22
- Government policy/directive
- Legal requirement

This aligns to the following NHS Scotland quality ambition(s):

- Safe
- Effective
- Person Centred

This report relates to the following Corporate Objective(s)

Clinical and Care Excellence <ul style="list-style-type: none"> • Improving health • Keeping you safe • Innovating our care 	X X	Partners in Care <ul style="list-style-type: none"> • Working in partnership • Listening and responding • Communicating well 	X X X
A Great Place to Work <ul style="list-style-type: none"> • Growing talent • Leading by example • Being inclusive • Learning from experience • Improving wellbeing 	X X X	Safe and Sustainable <ul style="list-style-type: none"> • Protecting our environment • In control • Well run 	X X
Other (please explain below)			

2 Report summary

2.1 Situation

This paper is to provide an update on the review of each risk on the Strategic Risk Register

2.2 Background

Risk Management is a key element of the Board's internal controls for Corporate Governance.

The Audit Committee's provides assurance to the Board that risk management arrangements are in place and risks are managed effectively.

2.3 Assessment

Each of the strategic risk owners has reviewed their risk to assess the current risk level and the progress against the actions being taken to mitigate the risk.

The strategic risk register has been updated, with the full risk register attached in appendix A.

A summary of the key changes is detailed in the table below.

Risk Description	ID	Risk Level September	Risk Level November	Risk Level January	Risk Level March	Comments
There is a risk that we don't have sufficient structure and resources dedicated to supporting effective communication and engagement with our colleagues and communities leading to a failure to listen to their voices and needs in our service design and delivery?	632 (Fiona Hogg)	High	High	High	High	Remains high. A number of actions are in place to mitigate this risk. Most actions are on target though there has been slippage due to service pressures with the organisation.
There is a risk that in the absence of a NHH Clinical and Care Strategy being in place, that the organisational efforts lack coherence and as such some aspects of business are not fully aligned to a collective	662 (David Park)	Medium	Medium	Medium	Medium	Remain at medium. With the working being undertaken regarding the strategy this is on target and will be completed by the summer. Review by the Clinical Governance Committee at its meeting in February.
There is a risk that NHS Highland's ability to deliver normal service could be severely disrupted by a major cyber incident. This is because NHS Highland's increasing reliance on digital solutions to deliver its services. This will result in increased likelihood of NHS Highland suffering clinical, financial and reputational damage in the event of a significant cyber incident occurring.	666 (David Park)	High	High	High	High	Remains high. A significant number of actions are in place to mitigate this and many of the actions have been updated with progress being made across all areas.
There is a risk to service delivery due to the increasing age profile of the workforce combined with challenges to recruit and retain all of the required workforce due to national and local capacity, capability and infrastructure.	706 (Fiona Hogg)	High	High	High	High	Remains high. The actions are in place to mitigate this risk and progress is being made. Workstreams are in place with key objectives.

There is a risk to patient safety and operational capacity from fire due to Raigmore Hospital's fire compartmentation not meeting current building standards.	712 (Alan Wilson)	High	High	High	High	Remains high. New programme of work has been developed to take pressures into consideration.
There is a risk that the amount of funding available to invest in current backlog maintenance will not reduce the overall backlog figure.	714 (Alan Wilson)	High	High	High	High	Remains high. Actions are in place and progressing in line with timescales.
There is a risk that there will be poor health outcomes from resurgence of COVID-19 and the effects of seasonal influenza. There is also a risk of significant disruption to services resulting from both disease occurrence and the impact of control measures.	715 (Tim Allison)	Very High	Very High	Very High	Very High	Remains high. Actions are in place and progressing. These are reviewed in light with government policy and local circumstances. Reviewed by the Clinical Governance Committee in February
There is a risk of unplanned expenditure and non-delivery of savings due to ongoing financial uncertainties resulting in failure to deliver against financial targets for 2021/22 and compromising the return to financial balance.	830 (David Garden)	Very High	Medium	Medium	Medium	Remains medium for this current financial year.
There is a risk of services being designed and delivered in ways that make them unsuitable or inaccessible to some people; because of lack of resourcing of, or commitment to, partnership working and engagement, leading to poorer health outcomes and reduced wellbeing for people in Highland and Argyll & Bute, and damaging the performance and reputation of NHS Highland.	877 (Fiona Hogg)	High	High	High	High	Remains at high. Actions are in place and progressing well.

<p>There is a risk that the performance of the health and care system is compromised in remobilisation due to the number of constraints posed by COVID 19, winter pressures and those pressure inherent in the system</p>	<p>123 (David Park)</p>	<p>High</p>	<p>Very High</p>	<p>Very High</p>	<p>Very High</p>	<p>Remains very high. Significant progress has been made and this risk will be reassessed.</p>
<p>There is a risk that the vaccination programmes for influenza and COVID will not be effectively and efficiently delivered leading to reduced population immunity and reputational damage.</p>	<p>959 (Tim Allison)</p>	<p>N/A</p>	<p>High</p>	<p>High</p>	<p>High</p>	<p>Risk added to the Risk Register in November 2021. Actions are in place to mitigate. This risk was reviewed at the Clinical Governance Committee in February 2022.</p>

2.4 Proposed level of Assurance

Substantial	<input type="checkbox"/>	Moderate	<input checked="" type="checkbox"/>
Limited	<input type="checkbox"/>	None	<input type="checkbox"/>

3 Impact Analysis

3.1 Quality/ Patient Care

A robust risk management process will enable risks to quality and patient care to be identified and managed. Assurance for these risks will be provided by the Clinical Governance Committee.

3.2 Workforce

A robust risk management process will enable risks to relating to the workforce to be identified and managed. Assurance for these risks is also provided by the Staff Governance Committee.

3.3 Financial

A robust risk management process will enable financial risks to be identified and managed. Assurance for these risks will be provided by the Finance, Resources and Performance Committee

3.4 Risk Assessment/Management

All strategic risks have been aligned with an additional Governance Groups for assurance and scrutiny.

3.5 Data Protection

This report does not involve personally identifiable information.

3.6 Equality and Diversity, including health inequalities

An impact assessment has not been completed because the revised Risk Management Strategy and Policy are still in development, however any relevant requirements will be complied with.

3.7 Other impacts

Risk throughout the organisation is being realigned with management structures and to Governance Groups for scrutiny and assurance.

3.8 Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage external stakeholders where appropriate: relevant requirements will be complied with.

3.9 Route to the Meeting

4 Recommendation

The Board is asked to note the strategic risk register update.

4.1 List of appendices

Strategic Risk Register – January 2022