

Meeting:	Board Meeting
Meeting date:	3 February 2022
Item Number:	7
Title:	Corporate Strategic Risk Update
Responsible Executive/Non-Executive:	Professor Nick Fluck (Medical Director)
Report Author:	Professor Nick Fluck

1 Purpose

This is presented to the Board for:

- Assurance
- Approval

This report relates to:

NHS Grampian Risk Register

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

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation

In the last 18 months a new approach to Risk Management in NHS Grampian has been under development. We have established a new Board Policy with an operational Risk Protocol and Standard Operating Procedure (SOP) supported by a suite of educational and training material ([Risk management in NHS Grampian](#)). The initial focus was on operational risk management across our health and care system but has now moved to an enterprise risk management approach to include hazard management, assessment of assurance systems and corporate and strategic risk

profiles. The focus of this update is to describe our current work in relation to 'Strategic Corporate Risk' identification and management.

2.2 Background

Using the enterprise risk approach we have started work on the Corporate Strategic risk profile and completed a number of sessions with the executive team. The principle of risk identification is maintained in that the '**corporate strategic risks are related to the impact of uncertainty on our corporate and strategic objectives**'. Our current corporate and strategic objectives relate to delivery of the Remobilisation Plan Version 4 (RMP4) and specifically Operation Iris. The approach to risk associated with Operation Iris was presented to the Board in December 2021. This paper looks at the risks that might prevent the delivery of the identified objectives.

RMP4 Objectives

- Keep Staff Safe + Help them to maximise wellbeing
- Responding to demand on the Health and Care System
- Protecting Critical Services and Reducing Harm
- Reshaping our Relationship with Communities
- Creating a Sustainable Future

Risks are described using the standard three part description: **Cause, Event, and Consequence**. Initial work has identified five high level risks which are set out in **Appendix 1**.

2.3 Assessment

Building on our successful work in transforming our approach to risk management we have started to consider its utility in identifying the key risks that impact on the delivery of NHS Grampian Board Objectives.

It is hoped that this approach will be progressed to:

- Consider the key NHS Grampian Board Objectives and associated risks
- To use a risk identification approach at a future Board Seminar

- To describe these Corporate Strategic risks and develop our management approach
- Develop a regular Corporate + Operational Risk report for the Board
- To further develop the Board Hazard Register
- To consider the Objectives of the Board Assurance Committees and develop their individual risk registers

2.3.1 Quality/ Patient Care

All of the risks in the Strategic Risk Register attached as Appendix 1 impact on quality and patient care. Monitoring these risks and describing and reporting effective mitigations will reduce the risks.

2.3.2 Workforce

Risk ID 3005 is a specific risk about the impact of sustained pressure on the workforce. Monitoring this risk and describing and reporting effective mitigations will reduce this risk.

2.3.3 Financial

No new financial commitments

2.3.4 Risk Assessment/Management

This paper provides, in Appendix 1, the strategic risks in a framework to identify consequences, mitigating actions and an assessment of residual risk level.

Developing the corporate risk register and the assurance reporting of it to Committees and the Board will allow for a responsive system to effectively identify and manage strategic risk in NHS Grampian.

2.3.5 Equality and Diversity, including health inequalities

The identified risks affect the organisation's ability to tackle health inequalities, and more effective monitoring and reporting of strategic risk will allow a greater focus on addressing the barriers to tackling inequalities. The mitigating actions will be impact assessed as the register is developed.

2.3.6 Other impacts

None identified

2.3.7 Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage stakeholders where appropriate:

- Board and CET meetings and workshops as detailed below

2.3.8 Route to the Meeting

This has been previously considered by the following groups as part of its development and their feedback has informed the development of the content presented in this report.

- Board risk seminar 13 October 2021
- Chief Executive Team 1 June 2021, 18 August 2021, 1 September 2021

2.4 Recommendation

The Board is asked:

1. To note the progress on the development of a new Corporate Strategic Risk Register
2. To agree further work at a Board Seminar to clarify Board Objectives and Risk Identification
3. To agree further work to clarify the Objectives of Board Assurance Sub Committees and Risk Identification in the context of Hazard Management

3 List of appendices

The following appendix is included with this report:

- Appendix 1 – NHS Grampian Strategic Risk Register