

Organic process / register understanding of shared risk important - glossary?
STRATEGIC RISKS - AFFECT THE VIABILITY OF THE PARTNERSHIP (1) Identify (2) Assess (3) Prioritise (4) Address

RM FRAMEWORK -
 agree: risk categories (AGREED)
 risk assessment tables
 methods for consistently identifying, analysing and evaluating risk
 lines of accountability for RM
 clear escalation framework

IJB Board Meeting March 2023

Purpose: Assurance

Risk Code	Risk Owner	Strategic Risk Event	Previous	Current	Target
			Risk Rating		
IJBSR1	Chief Officer, Health and Social Care	Failure to plan for strategic change		16	6
IJBSR2	Chief Officer, Health and Social Care	Workforce. Inability to attract and retain workforce to deliver delegated services		20	9
IJBSR3	Chief Officer, Health and Social Care	Increasing demand for delegated services. Demand outstrips capacity		12	6
IJBSR4	Chief Finance Officer, IJB	Insufficient financial resources in order for the partnership to deliver its statutory obligations		20	9
IJBSR5	Chief Officer, Health and Social Care	Organisational, professional and cultural barriers inhibit the ability of the H&SCP and in turn the Board to develop services and deliver on strategic ambition		12	6

Severity					
Catastrophic (5)	Low	Moderate	High	High	High
Major (4)	Low	Low	Moderate	High	High
Moderate (3)	Very Low	Low	Moderate	Moderate	High
Minor (2)	Very Low	Low	Low	Low	Medium
Negligible (1)	Very Low	Low	Low	Low	Low
Likelihood	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)

Risk amalgamation

The previous risks have been reviewed and captured in the new risk register. The risk summary is derived as follows:

- SR1 replaces SR 1, 3 and 6
- SR2 replaces SR 8
- SR3 replaces SR 4
- SR4 replaces SR 5 and 9
- SR5 replaces Sr 2, 7 and 10

SR11 was predicated on global pandemic. SG are focusing on recovery planning as evidenced in Annual Delivery Plans and PHS no longer supporting Test and Protect

Integration Joint Board Strategic Risk Register_June 2016

Risk Ref: IJBSR1		Risk Owner: Chief Officer			
Risk Event		Failure to plan for strategic change			
Strategic Priority:		IJB Board 30.03.23			
Risk Cause	Methods for consistently identifying, analysing and evaluating risk Purpose: Assurance Operational oversight and service pressures Increasing levels of demand either across the system or within individual delegatesd services	Existing Controls Draft Strategic Framework produced for 2023-26 Stakeholder engagement	Existing risk assessment		Current risk rating
			Likelihood	Severity	
			4	4	16
			Proximity: Current		Target risk rating
Revised risk assessment Target					
		Likelihood	Severity		
		2	2	6	
Risk treatment action:		Responsible Officer:			
Development of the strategic framework 2023-26		Chief Officer			
The strategic plan is considered an organic document which will change and develop over time		Chief Officer			
Identify an secure resource to support strategic planning		Chief Officer			
Active engagement with SG re codesign (NCS)		All senior officers			
Close monitor system/service performance		All senior officers			
Last reviewed: Mar-2023		Next review due: June 2023			

Integration Joint Board Strategic Risk Register_June 2016

Risk Ref: IJBSR1		Risk Owner: Chief Officer			
Risk Event		Workforce. Inability to attract and retain workforce to deliver delegated services			
Strategic Priority:		IJB Board 30.03.23			
Risk Cause	Methods for consistently identifying, analysing and evaluating risk Purpose: Assurance Active tracking of current vacancy through HR systems, senior officers & monthly financial monitoring.	Existing Controls Vacancy review through HR system Monthly budget review & cross reference vacancy/recruitment plans	Existing risk assessment		Current risk rating
			Likelihood	Severity	
			4	5	20
			Revised risk assessment		Target risk rating
Likelihood	Severity				
Proximity:		3	3	9	
Target					
Risk treatment action:		Responsible Officer:			
Proactive recruitment planning in partnership with HR in 2 parent bodies		Senior officers/HR			
Parent bodies have well developed workforce plans and strategy		HR NHW WI/CnES			
Active engagement with cross-cutting Scottish Government Directorates		Chief Officer			
Developing best practice across H&SCP Scotland		Chief Officer			
Partnership working re development of strategy to reduce risk eg CPP		Senior Officers/Chief Officer			
Last reviewed: Mar-2023		Next review due: June 2023			

Integration Joint Board Strategic Risk Register_June 2016

Risk Ref: IJBSR4		Risk Owner: Chief Officer				
Risk Event Strategic Priority:		Increasing demand for delegated services. Demand outstrips capacity				
IJB Board 30.03.23						
Risk Cause	Methods for consistently identifying, analysing and evaluating risk Purpose: Assurance	Existing Controls	Initial risk assessment		Current risk rating	
			Likelihood	Severity		
			3	4	12	
			Proximity: Current			
			Revised risk assessment		Target risk rating	
Likelihood	Severity					
Ageing population Increase in complex long-term conditions Increasing levels of frailty COVID health debt Depopulation Rise in numbers of people living alone		Deterioration in service user outcomes Unmet need & performance metrics Political challenges eg NCS	Demand & Capacity Planning	2	3	6
Risk treatment action: Long term financial planning and demand assessment (population health predictions) Redesign services to meet the changing needs of our communities Early Warning Indicators: Age of population structures			Responsible Officer: Senior Officers for all delegated Services Chief Officer/Senior Officers			

Integration Joint Board Strategic Risk Register_June 2016

Risk Ref: IJBSR3		Risk Owner: Chief Officer/Chief Financial Officer			
Risk Event Strategic Priority:		Insufficient financial resources in order for the partnership to deliver is statutory obligations IJB Board 30.03.23			
Risk Cause LA settlement equates to flat cash Increased demand for services Efficiencies not realised Agency spending Agency spending (staffing shortages)	methods for consistently identifying Collaborative Service Transformation Deterioration in service user outcomes IJB positive relationship with parent bodies	Existing Controls Management Information Financial Controls	Initial risk assessment		Current risk rating
			Likelihood	Severity	
			5	4	20
			Proximity: Risk treatment category:		
Revised risk assessment		Target risk rating			
Likelihood	Severity	3	3	9	
Risk treatment action:			Responsible Officer:		
Workforce planning (reducing sickness absence, review vacant posts, optimise management roles)			Chief Officer/Chief Finance Officer/Senior Officers		
Identify efficiencies that can be delivered by integrating services					
Identify efficiencies that can delivered through service redesign and strategic commissioning (reduce high-cost care packages, long-stay mainland placements, centralise some ancillary services)					
Early Warning Indicators:		In monthly/quarterly financial reporting			
Last reviewed:		Mar-2023		Next review due: June 2023	

Integration Joint Board Strategic Risk Register_June 2016

Risk Ref: IJBSR5		Risk Owner:				
Risk Event Strategic Priority:		Organisational, professional and cultural barriers inhibit the ability of the H&SCP and in turn the Board to develop services and deliver on strategic ambition				
		IJB Board 30.03.23				
Risk Cause	methods for consistently identifying, analysing and evaluating risk Purpose: Assurance	Existing Controls	Initial risk assessment		Current risk rating	
			Likelihood	Severity		
Different organisational views emerge about integrated teams Organisational risks emerge to the two statutory employers Professional concerns about interdisciplinary working emerge Cultural barriers prevent effective integration Inability to innovate Emergent views re NCS	Patient experience becomes sub-optimal Full integration is not achieved and teams are disjointed Communication between professionals becomes sub-optimal Professional relationships become challenged	Corporate working and executive leadership Action based on HR and legal advice Effective engagement with staff and OD work undertaken across both organisations HR Forum brings together management and staff side interests	3	4	12	
			Proximity: Current			
			Revised risk assessment		Target risk rating	
			Likelihood	Severity		
			2	3	6	
Risk treatment action:			Responsible Officer:			
Integrated Corporate Management Team Meeting schedule Senior officer/Chief Executives regular 1:1:1 IJB Development Days External oversight & scrutiny (Audit Scotland & Azets)			Chief Officer/Senior Officers			
Early Warning Indicators:	Slow/disjointed decision making					
Last reviewed:	Mar-2023		Next review due: June 2023			