

Western Isles IJB Strategic Risk Register																
Risk ID	TITLE	Date Raised	Area/ Department	Exec Lead	Descriptor	Controls (assurance)	Gaps in Controls	Further Mitigation Actions	Initial Score	Aim	Current Score	Previous Score	Target Score	Target Date to Achieve Aim	Review Date(s)	Movement indicator
IJB SR1	Failure to plan for strategic change	08/12/2022	Board Wide	Chief Officer	The cumulative impact of the lack of capacity, expertise and operational system challenges prevent the Chief Officer and senior officers from planning for strategic change to meet the health and social care needs of the population of the Western Isles	A draft Strategic Framework was published in June 2023. The framework is designed to guide the production of annual delivery plans for the parent organisations. Furthermore the Directions issued to the parent bodies set out clear guidance for the financial year. In year directions are informed by the Strategic Framework. In addition the Health & Social Care Partnership Senior Leadership team has been re-established and will have oversight of service design and change in order to plan for the health and social care needs of the Western Isles	Operational oversight and competing service pressures lead to capacity challenges within the senior leadership team of the Health and Social Care Partnership. Alongside this is the lack of analytical support re epidemiology / Population Health Needs Assessment.	In addition the Health & Social Care Partnership Senior Leadership team has been re-established and will have oversight of service design and change in order to plan for the health and social care needs of the Western Isles. This sits alongside quarterly review of the performance indicators for the IJB.	High - 16	Tolerate/manage	Moderate - 12	High - 16	Low - 6	31.03.24	03/10/2023	↓
IJB SR2	Workforce. Inability to attract and retain workforce to deliver delegated services	08/12/2022	Board Wide	Chief Officer	The workforce risk is multifaceted. Specifically the skill shortage of individuals qualifying across a number of disciplines, depopulation and reducing population of working age in Western Isles a significant driver for the risk.	Active tracking of current vacancy through HR systems, senior officers & monthly financial monitoring identifying gaps within individual service lines. In addition quarterly finance/workforce reporting through Audit and onwards to IJB	Anticipated impact of population decline predicated on ONS and GP practice lists sizes. To date no significant impact or oversight from CPP to arrest the population decline through supported inward migration aligned to economic prosperity and development of housing stock to support population growth.	Proactive recruitment planning in partnership with HR in 2 parent bodies. Parent bodies have well developed workforce plans and strategy. CnES and NHS WI have well developed workforce strategies. CO & DoF (NHS) active engagement with cross cutting themes with Scottish Government Directorates. Sharing of best practice through H&SC Scotland	High - 16	Tolerate/manage	High - 20	High - 16	Moderate - 6	31.03.26	03/10/2023	↑
IJB SR3	Increasing demand for delegated services. Demand outstrips capacity	08/12/2022	Board Wide	Chief Officer	Increasing demand for delegated services. Demand outstrips capacity as a direct impact of the changing Western Isles demographics. Data (local and national) indicates increasing burden of disease (forecast increase of 21% by 2043) and health and social care challenges associated with multimorbidity. Western Isles ageing population leading to greater multi morbidity.	Monthly monitoring of performance metrics through MSG indicators and wider national returns to both Scottish Government and Public Health Scotland. In addition monitoring of waiting lists/service access data alongside complaints management and learning reviews	Restricted ability to refocus resources due to current service demand and wider recruitment challenges into preventative services with the anticipated system benefits of reducing demand (medium term). Local comprehensive SNA requires updating.	Development of options re models of care including most importantly third sector and community assets to ensure the H&SCP is well placed to meet need of individuals. Look to strong international evidence base to inform development of both practice and system design	Moderate - 12	Reduce risk	Moderate - 12	Moderate - 12	Low - 6	31.03.25	03/10/2023	↔
IJB SR4	Insufficient financial resources in order for the partnership to deliver is statutory obligations	08/12/2022	Board Wide	Chief Officer	Reducing envelope of total funding received through NHSWI and CnES as a direct result of funding decisions in very challenged financial construct nationally. In addition the forecast position regarding reserves further compounds the financial risk. The current risk is further compounded by high level locum spend in specific service lines.	Rigorous financial planning and monthly budget monitoring which includes financial efficiency savings. In addition consideration to strategic commissioning to realise financial efficiency alongside robust HR processes focusing on sickness and absence that gives rise to agency spend.	Current recruitment practices whilst operating with good governance arrangements lack significant innovation regarding reach and marketing Western Isles as preferred career/life destination to reduce high level agency spend.	Development of wider national recruitment strategy to be supported by innovative approaches to reduce both agency spend alongside the ability to innovate regarding models of care/service delivery alongside the existing workforce.	High - 20	Reduce risk	High - 20	High - 20	Moderate - 12	31.03.25	03/10/2023	↔
IJB SR5	Organisational, professional and cultural barriers inhibit the ability of the H&SCP and in turn the IJB to develop services and deliver on strategic ambition	08/12/2022	Board Wide	Chief Officer	Different organisational views emerge about system development influenced by/and/or responding to changes in national policy e.g NCS/Verity House Agreement. The cultural differences and governance arrangements within CnES and NHS WI may impede progress in terms of wider system working and innovation. The known national differences in employment terms and conditions may see workforce eroded in one of the main partner organisations. Professional relationships and competing interests impacting the IJB ability to discharge its legal responsibilities.	Foster strong corporate working and joint executive leadership between CO and respective CEOs. Strengthen the governance arrangements for CnES and NHS WI e.g ICMT. Maintain high visibility of H&SCP senior leadership team to promote/role model partnership working	Mechanisms to fully explore developing proposals/alternatives to current partnership arrangements against a changing national backdrop	Strengthen the active participation and engagement in new and emergent thinking within the Integration Joint Board. This requires active participation of all Board members consistently through the annual business cycle of meetings/engagement	Moderate - 12	Reduce risk	Moderate - 12	Moderate - 12	Low - 6	31.03.25	03/10/2023	↔

Remove  
 Reduce  
 Tolerate/Manage