

Integration Joint Board 29.06.23
 Agenda Item: 7.2.1
 Purpose: For Discussion

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 June 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

Risk Ref: IJBSR1		Risk Owner: Chief Officer			
Risk Event Strategic Priority:		Failure to plan for strategic change			
Risk Cause The cumulative impact of the lack of capacity, expertise and operational system challenges prevent the Chief Officer and senior officers from	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		Likelihood	Severity		
Target		2	2	6	
Risk treatment action: Development of the strategic framework 2023-26 The strategic plan is considered an organic document which will change and develop over time Identify an secure resource to support strategic planning Active engagement with SG re codesign (NCS) Close monitor system/service performance Last reviewed: Jun-2023			Responsible Officer: Chief Officer Chief Officer Chief Officer All senior officers All senior officers Next review due: September 2023		

Risk Ref: IJBSR2		Risk Owner: Chief Officer				
Risk Event Strategic Priority:		Workforce. Inability to attract and retain workforce to deliver delegated services				
Risk Cause		Methods for consistently identifying, analysing and evaluating risk Purpose: Assurance	Existing Controls	Existing risk assessment		Current risk rating
The workforce risk is multifaced. 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.	Vacancy review through HR system Monthly budget review & cross reference vacancy/recruitment plans	Likelihood	Severity	
				4	5	20
				Proximity: Current		
				Revised risk assessment		
				Target Likelihood	Target Severity	Target risk rating
				3	3	9
Risk treatment action: Proactive recruitment planning in partnership with HR in 2 parent bodies Parent bodies have well developed workforce plans and strategy Active engagement with cross-cutting Scottish Government Directorates Developing best practice across H&SCP Scotland Partnership working re development of strategy to reduce risk eg CPP			Responsible Officer: Senior officers/HR HR NHW WI/CnES Chief Officer Chief Officer Senior Officers/Chief Officer			
Last reviewed:		Jun-2023		Next review due: September 2023		

Risk Ref: IJBSR3	Risk Owner: Chief Officer				
Risk Event Strategic Priority:	Increasing demand for delegated services. Demand outstrips capacity				
Risk Cause	Methods for consistently identifying, analysing and	Existing Controls	Initial risk assessment		Current risk rating
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	Likelihood	Severity	
			3	4	12
			Proximity:		Current
			Revised risk assessment		Target risk rating
			Likelihood	Severity	
			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		
Last reviewed: Jun-2023			Next review due: September 2023		

Risk Ref: IJBSR4		Risk Owner: Chief Officer/Chief Financial Officer				
Risk Event Strategic Priority:		Insufficient financial resources in order for the partnership to deliver is statutory obligations				
Risk Cause		methods for consistently identifying, analysing and evaluating risk Purpose: Assurance	Existing Controls	Initial risk assessment		Current risk rating
LA settlement equates to flat cash		Collaborative Service Transformation	Management Information	Likelihood	Severity	20
Increased demand for services		Deterioration in service user outcomes	Financial Controls	5	4	
Efficiencies not realised		IJB positive relationship with parent bodies		Proximity: Risk treatment category:		Current Realise the opportunity
Agency spending				Revised risk assessment		Target risk rating
Agency spending (staffing shortages)				Likelihood	Severity	
				3	3	9
Risk treatment action: Workforce planning (reducing sickness absence, review vacant posts, optimise management roles)				Responsible Officer: 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:		Jun-2023			Next review due: September 2023	

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				
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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	Patient experience becomes sub-optimal Full integration is not achieved and teams are disjointed Communication between professionals becomes sub-optimal	Corporate working and executive leadership Action based on HR and legal advice Effective engagement with staff and OD work undertaken across both organisations	3	4	12
	Professional concerns about inter-disciplinary working emerge Cultural barriers prevent effective integration Inability to innovate Emergent views re NCS	Professional relationships become challenged	HR Forum brings together management and staff side interests	Proximity: Current		
				Revised risk assessment Likelihood	Severity	Target risk rating
			2	3	6	
Risk treatment action: Integrated Corporate Management Team Meeting schedule Senior officer/Chief Executives regular 1:1:1 IJB Development Days External oversight & scrutiny (Audit Scotland & Azets)			Responsible Officer: Chief Officer/Senior Officers			
Early Warning Indicators:		Slow/disjointed decision making				
Last reviewed:		Jun-2023		Next review due: September 2023		