Integration Joint Board - Strategic Risk Register

IJBAC September 2024

Risk Code	Risk Owner Strategic Risk Event		Previous	Current	Target
NISK Code	NISK OWITEI	Strategic hisk Everit		Risk Rating	
IJBSR1	Chief Officer, Health and Social Care	Failure to plan for strategic change	16	12	6
IJBSR2	Chief Officer, Health and Social Care	Workforce. Inability to attract and retain workforce to deliver delegated services	16	20	9
IJBSR3	Chief Officer, Health and Social Care	Increasing demand for delegated services. Demand outstrips capacity	12	12	6
IJBSR4	Chief Finance Officer, IJB	Insufficient financial resources in order for the partnership to deliver is statutory obligations	20	25	12
		Organisational, professional and cultural barriers inhibit the ability of the H&SCP and in turn the Board to develop services			
IJBSR5	Chief Officer, Health and Social Care	and deliver on strategic ambition	12	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

Solid process of the second of the population of the residence of the resi			IJE	BAC Septembe	er 2024												
Service for the service for th	Risk I	D TITLE		7 0		Descriptor	Controls (assurance)	Gaps in Controls	Further Mitigation Actions	Initial Score	Aim	Current Score	Previous Score	Target Score	to Achieve	Doto(a)	indicator
B 29	IJB SR1		08/12/2022	Board Wide	Chief Officer	prevent the Chief Officer and senior officers from planning for strategic change to meet the	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 Leadershipteam 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	challenges within the senior leadership team of the Health and Social Care Partnership. Alongside this is the lack of analytical support re epidemiology /	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	High - 16	Reduce risk	Moderate - 12	High - 16	Low-6	31.03.24	28.08.24	1
bed distinger convicts. Description of the correspondence with the correspondence of the correspondence with the correspondenc	IJB SR2	attract and retain workforce to deliver	08/12/2022	Board Wide	Chief Officer	across a number of disciplines, depopulation and reducing population of working age in	monthly financial monitoring identifying gaps within individual service lines. Ir	sizes. To date no significant impact or oversight from CPP to arrest the poulation decline through supported inward migration aligned to economic	S bodies have well developed workforce plans and strategy. CnES and NHS WI have well developed workforce strategies. CO & DoF (NHS) acive engagement with cross cutting themes with Scottish Governement Directorates. Sharing of best practice		Tolerate/manage	High - 20	High - 16	Moderate - 6	31.03.26	28.02.24	1
Insufficient financial resources in order for the statutory obligations is attutory obligations in the last of the Reducing envelope of total funding received through NHSWI and CnES as a direct result or founding decisions in very challenged financial efficiency asinggis or nationally, in addition consideration to strategic position regarding reserves through the IBW till be required to sortwithse all indicates a significant reduction. In funding of the Plant Bill be required to strategic position regarding reserves through the IBW till be required to sortwithse all indicates a significant reduction. In funding of the Plant Bill be required to strategic position regarding reserves through the IBW till be required to strategic position regarding reserves through the IBW till be required to strategic position regarding reserves through the Western focusing on sixtness and absence that gives rise to agency spend. The professional and cultural barriers inhibit the ability of the IBW till be received and the professional and cultural barriers inhibit the ability of the IBW till be received and professional and cultural barriers inhibit the ability of the IBW to every developing proposals/alternatives to current the IBW to develop the IBW till be received and professional and completing in the more developed proposals/alternatives to current partnership to develop and proposals/alternatives to current partnership portal partnership arrangements against a changing national backdrop in indicates a significant reduction with state and gior developing proposals/alternatives with good governace arrangements within the decision with the ability of compounded by high level locus peace of the specific partnership arrangements and absence that gives rise to agency spend. The professional and cultural backdrop in the partnership arrangements and powernace arrangements within the new reduce device partnership arrangemen	IJB SR3	delegated services. Demand outstrips	08/12/2022	Board Wide	Chief Officer	the changing Western Isles demographics. Data (local and national) indicates increasing bursen of disease (forecast incresae of 21% by 2043) and health and social care challenges associates with multimorbidity. Western Isles ageing population leading to greater multi	wider national returns to both Scottish Government and Public Health Scotland. In addition monitoring of waiting lists/service access data alongside	recruitment challenges into prevenative serevices with the anticiapted system benefits of reducing demand (medium term). Local comprehensive SNA	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		Reduce risk	Moderate - 12	Moderate - 12	Low - 6	31.03.25	28.08.24	\longleftrightarrow
professional and cultural barriers inhibit the ability of the H&SCP and in turn the UB to develop services and deliver on serv	IJB SR4	resources in order for the partnership to deliver is	08/12/2022	Board Wide		funding decisions in very challenged financial construct nationally. In additionthe forecast position regarding reserves further compounds the financial risk. The current risk is futher	financial effeciency savings. In addition consideration to strategic commissioning to realise financial effeciency alongside robust HR processes	arrangeents lack significant innovation regarding reach and marketing Western	indicates a significant reduction.in funding for 24-25 and beyond. Notwithstanding the workforce challenges (outline below) the IIB will be required to scrutinise all investment decison whilst endeavouring to protect frontline service delivery. Development of wider national recruitment strategy to be supported by innovative approaches to reduce both agency spend alongside the ability to innovate	High - 20	Reduce risk	High - 25	High - 20	Moderate - 12	31.03.25	28.08.24	1
	IJB SR5	professional and cultural barriers inhibit the ability of the H&SCP and in turn the IJB to develop services and deliver on		Board Wide	Chief Officer	esponding to changes in national policy e.g NCS/Verity House Agreement. The cultural differencesl and governance arrangements within CnES and NHS VII may impede progress interms of wider sytem working and innovation. The known national difference in employment terms and conditions may see worforce eroded in one of the main partner organisations. Professional relationships and competing interest impacting the IB ability to	and resapective CEOs. Stregthen the governace arrangements for CnEs and NHS WI e.g ICMT. Maintain high visibility of H&SCP senior leadership team to promote frole model anthresship working.		thinking within the Integration Joint Board. This requires active particiaption odf all Board members consistently through the annual business cycle of	Moderate - 12	Reduce risk	Moderate - 12	Moderate - 12	Low - 6	31.03.25	28.08.24	\longleftrightarrow

Remove
Reduce
Tolerate/Manage

Western Isles Joint Integration Board Risk Appetite Statement 2023

Health & Social Care systems are one of the most complex organisations. Risk is ever present across and throughout our systems, services and care delivery. Many strategic and operational decisions are underpinned by risk assessment, identifying action, management and reduction. It is important for the Integration Joint Board to be explicit about its approach to, and tolerance of risk, i.e. its Risk Appetite.

The Integration Joint Board, as a strategic ethical commissioning body for Health and Social Care services, seeks to operate within a low overall risk range. As an organisation we place the safety of those using our services as our highest priority, and will not accept known, unmanaged risks that materially impact negatively on those using or providing services.

Our lowest risk appetite relates to patients, clients and staff safety, and compliance requirements. This means that colleagues across the Health and Social Care Partnership are expected to pro-actively consider current available evidence and take action(s) to reduce to reasonably practicable levels, identified risks that originate from or are present within current or planned care and treatment systems, options, equipment, and environment.

We have a marginally higher risk appetite towards delivery of the boards corporate responsibilities, including strategies, finance and population health improvement, the impact(s) of which may be longer term.

Our highest risk appetite as a strategic board relates to the pursuit of innovation in new models of integrated care delivery and the introduction of digital technology including AI (artificial Intelligence), where significant positive gains in terms of positive experience and outcomes are established, or can be anticipated, within the constraints of the regulatory environment and authorised limits.

The IJB and all colleagues within the Health and Social Care Partnership are required to work within our established risk management, reporting and escalation systems, and are expected at all levels, to proactively identify, assess, manage, mitigate, remove or escalate risk on an ongoing basis.

During major incidents that place the service(s) locally and or nationally on an emergency footing the Integration Joint Board accepts the fluid, escalating and rapidly changing nature of such events, decisions will be taken and recorded in the face of presenting situation, available information, resource availability and real time risk-based prioritisation.

Chief Officer Integration Joint Board September 2023 Integration Joint Board - Strategic Risk Register IJBAC September 2024

Likelihood	Rare	Unlikely Possible		Likely	Almost Certain
Probability	0-15%	16-35%	36-60%	61-80%	81-100%
Chance of			Reasonable chance of	More likely to occur	Hard to imagine not
occurrence	Hard to imagine	Unlikely to happen	occurring	than not	happening
	Greater than			Likely between 1-2	Likely within 6-12
Timeframe	5 years	Between 3-4 years	Likely between 2-3 years	years	months

Impact	Negligible	Minor	Moderate	Major	Catastrophic
Effect on outcomes	Minimal Impact	Minor short term effect	Part failure to achieve outcomes	Significant failure to achieve outcomes	Unable to meet delegated service delivery
Reputational damage	None	Minor	Moderate loss of confidence locally	Major loss of confidence nationally/adverse publicity	Severe loss of confidence. Significant damaging/adverse public outcry
Regulatory Impact	Verbal guidance/ advice	Formal recommendation from regulator(s)	Improvement notice/ Findings Audit Scotland	Failure in duty of care/	Corporate