

Integration Joint Board Strategic Risk Register

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

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		20	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		16	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 Audit Committee 10.08.22			
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 Strategic plan under development Stakeholder engagement	Existing risk assessment		Current risk rating
			Likelihood	Severity	
			4	5	20
			Proximity: Current		
			Revised risk assessment		Target risk rating
Target Likelihood	Target Severity				
2	2	6			
Risk treatment action:			Responsible Officer:		
Development of the strategic plan 2022-25			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:		Aug-2022	Next review due: Nov 2022		

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 Audit Committee 10.08.22			
Risk Cause	Methods for consistently identifying, analysing and evaluating risk Purpose: Assurance	Existing Controls	Existing risk assessment		Current risk rating
			Likelihood	Severity	
			4	5	20
			Proximity: Current Revised risk assessment Target LikelihoodSeverity		Target risk rating
3		3	9		
Risk treatment action:		Responsible Officer:			
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		Senior officers/HR HR NHW WI/CnES Chief Officer Chief Officer Senior Officers/Chief Officer			
Last reviewed:		Nov-2022		Next review due: Feb 2023	

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Risk Ref: IJBSR4		Risk Owner: Chief Officer							
Risk Event		Increasing demand for delegated services. Demand outstrips capacity							
Strategic Priority:									
IJB Audit Committee 10.08.22									
Risk Cause		Methods for consistently identifying, analysing and evaluating risk Purpose: Assurance		Existing Controls		Initial risk assessment		Current risk rating	
						LikelihoodSeverity			
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		34		12	
						Proximity:		Current	
						Revised risk assessment		Target risk rating	
						LikelihoodSeverity			
						23		6	
Risk treatment action: Long term financial planning and demand assessment (population health predictions)						Responsible Officer:			
Redesign services to meet the changing needs of our communities						Senior Officers for all delegated Services Chief Officer/Senior Officers			
Early Warning Indicators:		Age of population structures							

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Risk Ref: IJBSR3		Risk Owner: Chief Officer/Chief Financial Officer			
Risk Event		Insufficient financial resources in order for the partnership to deliver is statutory obligations			
Strategic Priority:					
IJB Audit Committee 10.08.22					
Risk Cause	methods for consistently identifying	Existing Controls	Initial risk assessment		Current risk rating
			Likelihood	Severity	
LA settlement equates to flat cash	Collaborative Service Transformation	Management Information	4	4	16
Increased demand for services	Deterioration in service user outcomes	Financial Controls	Proximity: Current		
Efficiencies not realised			Risk treatment category: Realise the opportunity		
Agency spending	IJB positive relationship with parent bodies		Revised risk assessment		Target risk rating
			Likelihood	Severity	
Agency spending (staffing shortages)			3	3	9
Risk treatment action:					
Workforce planning (reducing sickness absence, review vacant posts, optimise management roles)			Responsible Officer:		
Identify efficiencies that can be delivered by integrating services			Chief Officer/Chief Finance Officer/Senior Officers		
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:		Aug-2022		Next review due: Nov 2022	

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Risk Ref: IJBSR5		Risk Owner:			
<div>Risk Event</div> <div>Strategic Priority:</div>		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 Audit Committee 10.08.22					
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				
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: Aug-2022			Next review due: Nov 2022		