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
KISK Code	RISK OWITEI	Strategic risk event		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 is 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

Coverity					
Severity					
Catastrophic	Low	Moderate	High	High	High
(5)			Ŭ	Ŭ	Ü
Major	Low	Low	Moderate	High	High
(4)				Ŭ	
Moderate (3)	Very	Low	Moderate	Moderate	High
, ,	Low				Ŭ
Minor	Very	Low	Low	Low	Medium
(2)	Low				
Negligible (1)	Very	Low	Low	Low	Low
00 ()	Low				
Likelihood	Rare	Unlikely	Possible	Likely	Almost
	(1)	(2)	(3)	(4)	Certain
	\ /	· /	(-)	· /	(5)
					(0)

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	Failure to plan for strategic change				
Strategic Priority:					
		IJB Audit Committee 10.08.22			1
	Methods for consistently identifying, analysing and evaluating risk	Existing Controls	Existing risk assessment		Current risk rating
Risk Cause	Purpose: Assurance		Likelihood	Severity	
The cumulative impact of the lack of capacity, expertise and operational system challenges prevent the Chief Officer and senior officers from	Operational oversight and service pressures Increasing levels of demand either across the system or within individual delegatesd services	Strategic plan under development Stakeholder engagement	4	5	20
			Proximity:  Revised risk assessment  Target  Likelihood Severity		Current  Target risk rating
			2	2	6
Risk treatment action:			Responsible C	Officer:	
Development of the strategic plan 2022-25 The strategic plan is considered an organic document which will change and Identify an secure resource to support strategic planning Active engagement with SG re codesign (NCS) Close monitor system/service performance		develop over time	Chief Officer Chief Officer Chief Officer All senior office		
Last reviewed:	Aug-2022		Next review d	ue: Nov 2022	

Risk Event Strategic Priority:	Workforce. Inability to attract and retain	n workforce to deliver delegated ser IJB Audit Committee 10.08.22				
Strategic Priority:		IJB Audit Committee 10.08.22	<u>)</u>			
		IJB Audit Committee 10.08.22	2			
			Existing risk	assessment		
	Methods for consistently identifying,	Existing Controls			Current riek retine	
	analysing and evaluating risk				Current risk rating	
Risk Cause	Purpose: Assurance		Likelihood	Severity		
The workforce risk is multifaced.	Active tracking of current vacancy					
Specifically the skill shortage of individuals	through HR systems, senior officers &	Vacancy review through HR				
qualifying across a number of disciplines,	monthly financial monitoring.	sysytem				
depopulation and reducing population of		Monthly budget review & cross	4	5	20	
working age in Western Isles a significant		reference vacancy/recruitment				
driver for the risk.		plans				
			Proximity:		Current	
			1		Current	
			Revised risk assessment		İ	
			Target		Target risk rating	
			Likelihood	Severity		
			2	2		
			3	3	9	
Risk treatment action:			Responsible O	fficer:		
Proactive recruitment planning in partners	shin with HP in 2 parent hodies		Senior officers	·/UD		
Proactive recruitment planning in partnership with HR in 2 parent bodies  Parent bodies have well developed workforce plans and strategy			HR NHW WI/CnES			
			Chief Officer			
Active engagegment with cross-cuutting Scottish Government Directorates						
Developing best practice across H&SCP Scotland			Chief Officer			
	rategy to radouse rick og CDD		Canian Office	· /Chiaf Off:		
Partnership working re development of str	rategy to redcuce risk eg CPP		Senior Officer	s/Chief Officer	•	

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  Likelihood Severity		Current risk rating		
	·						
Ageing population Increase in complex long-term	Deterioration in service user outcomes	Demand & Capacity Planning	3	4	12		
conditions				<u> </u>			
Increasing levels of frailty	Unmet need & performance		Proximity:		Current		
COVID health debt	metrics						
Depopulation							
Rise in numbers of people living	Political challenges eg NCS		Revised risk	assessment	Target risk rating		
alone			Likelihood	Severity	rarget risk rating		
			2	3	6		
Risk treatment action:		Responsible Of	ficer:				
Long term imancial planning and	demand assessment (population h	ieaitii predictions)					
			Senior Officers	for all delegated	Services		
Redesign services to meet the cha	anging needs of our communities		Chief Officer/Se	enior Officers			
	Age of population structures						

Risk Ref: IJBSR3	Risk Owner: Chief Officer/Chief Fi	nancial Officer					
Risk Event	Insufficient financial resources in order for the partnership to deliver is statutory obligations						
Strategic Priority:							
		IJB Audit Committee 10.08.2	2				
			Initial risk	assessment	Commont vialentina		
Risk Cause	methods for consistently identifyin Existing Controls		Likelihood Severity		Current risk rating		
	Collaborative Service						
	Transformation	Management Information	4	4	16		
LA settlement equates to flat cash							
	Deterioration in service user	Financial Controls			•		
Increased demand for services	outcomes		Proximity:		Current		
Efficiencies not realised			Risk treatmen	t category:	Realise the opportunity		
	IJB positive relationship with				neamed and opportunity		
	parent bodies		Revised risk	assessment			
rigericy sperialing	parent boules		Likelihood	Severity	Target risk rating		
			Likeiiiiood	l			
A sound of the second of the s			2	2	9		
Agency spending (staffing			3	3	9		
shortages)							
Risk treatment action:			Responsible C	Officer:			
Workforce planning (reducing sickn	ness absence, review vacant posts, c	optimise management roles)	Chief Officer/	Chief Finance	Officer/Senior Officers		
Identify efficiencies that can be deli	ivered by integrating services						
Identify efficiencies that can delive	red through service redesign and st	rategic commissioning (reduce hig	h-				
cost care packages, long-stay mainl	land placements, centralise some ar	ncillary services)					
	In monthly/quarterly financial reporting						
Early Warning Indicators:	In monthly/quarterly financial repo	orting					

Risk Ref: IJBSR5	Risk Owner:				
<b>Risk Event</b> Strategic Priority:	Organisational, professional and cu and deliver on strategic ambition	ıltural barriers inhibit the ability of t		in turn the Bo	pard to develop services
		IJB Audit Committee 10.08.22	1		1
Risk Cause	methods for consistently identifying, analysing and evaluating risk Purpose: Assurance	Existing Controls	Initial risk assessment		Current risk rating
nisk Cause	Ful pose. Assurance	Existing Controls	Likelihood	Severity	
Different organisational views emerge about integrated teams	Patient experience becomes sub- optimal	Corporate working and executive leadership	3	4	12
Organisational risks emerge to the two statutory employers  Professional concerns about inter-	Full integration is not achieved and teams are disjointed Communication between professionals becomes sub-	Action based on HR and legal advice Effective engagement with staff and OD work undertaken across	Proximity:		Current
	optimal	both organisations HR Forum brings together	Revised risk assessment Likelihood Severity		Target risk rating
integration Inability to innovate Emeregent views re NCS	challenged	management and staff side interests	2	3	6
Risk treatment action:			Responsible C	Officer:	
Integrated Corporate Management Team Meeting schedule Senior officer/Chief Excecutives regular 1:1:1 IJB Development Days External oversight & scrutiny (Audit Scotland & Azets)			Chief Officer/S	Senior Officers	;
Early Warning Indicators:	Slow/disjointed decsion making				
Last reviewed:	Aug-2022		Next review d	ue: Nov 2022	