

Integration Joint Board Strategic Risk Register - August 2022

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 Audit Committee 10.08.22

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

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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		Target risk rating			
Likelihood	Severity				
2	2	6			
Risk treatment action: Development of the strategic plan 2022-25 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		Responsible Officer: Chief Officer Chief Officer Chief Officer All senior officers All senior officers			
Last reviewed: Aug-2022		Next review due: Nov 2022			

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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 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.	Methods for consistently identifying, analysing and evaluating risk Purpose: Assurance Active tracking of current vacancy through HR systems, senior officers & monthly financial monitoring.	Existing Controls Vacancy review through HR sysytem Monthly budget review & cross reference vacancy/recruitment plans	Existing risk assessment		Current risk rating
			Likelihood	Severity	
			4	5	20
			Proximity: Current		
			Revised risk assessment		Target risk rating
Target Likelihood	Severity				
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: Aug-2022			Next review due: Nov 2022		

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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
			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)					
Responsible Officer:					
Senior Officers for all delegated Services					
Chief Officer/Senior Officers					
Redesign services to meet the changing needs of our communities					
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	
			4	4	16
			Proximity: Risk treatment category:		Current Realise the opportunity
			Revised risk assessment		Target risk rating
LA settlement equates to flat cash	Collaborative Service Transformation	Management Information	3	3	9
Increased demand for services	Deterioration in service user outcomes	Financial Controls			
Efficiencies not realised	IJB positive relationship with parent bodies				
Agency spending					
Agency spending (staffing shortages)					
<div> <div>Risk treatment action:</div> <div> <p>Workforce planning (reducing sickness absence, review vacant posts, optimise management roles)</p> <p>Identify efficiencies that can be delivered by integrating services</p> <p>Identify efficiencies that can delivered through service redesign and strategic commissioning (reduce high-cost care packages, long-stay mainland placements, centralise some ancillary services)</p> <p>Early Warning Indicators: In monthly/quarterly financial reporting</p> <p>Last reviewed: Aug-2022</p> </div> </div> <div> <div>Responsible Officer:</div> <div> <p>Chief Officer/Chief Finance Officer/Senior Officers</p> <p>Next review due: Nov 2022</p> </div> </div>					

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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 IJB Audit Committee 10.08.22			
Risk Cause	methods for consistently identifying, analysing and evaluating risk	Existing Controls	Initial risk assessment		Current risk rating
	Purpose: Assurance		Likelihood	Severity	
	Different organisational views emerge about integrated teams		3	4	12
	Organisational risks emerge to the two statutory employers		Proximity: Current		
	Professional concerns about inter-disciplinary working emerge		Revised risk assessment		Target risk rating
	Cultural barriers prevent effective integration		Likelihood	Severity	
Inability to innovate	Professional relationships become challenged	HR Forum brings together management and staff side interests	2	3	6
Emergent views re NCS					
Risk treatment action:		Responsible Officer:			
Integrated Corporate Management Team Meeting schedule		Chief Officer/Senior Officers			
Senior officer/Chief Executives regular 1:1:1					
IJB Development Days					
External oversight & scrutiny (Audit Scotland & Azets)					
Early Warning Indicators:	Slow/disjointed decision making				
Last reviewed:	Aug-2022	Next review due: Nov 2022			