



# MORAY INTEGRATION JOINT BOARD

## RISK POLICY

Version	Creation /Review date	Approved by MIJB	Date Implemented	Review Date
1.1	March 2016	31 March 2016	1 April 2016	April 2018
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## 1. Introduction

Moray Integration Joint Board (MIJB) recognises that both health and social care provision and the activities associated with caring for patients/service users, employing staff, providing premises and managing finances are all, by their very nature, activities that involve a degree of risk and require to be managed. These risks are present on a day-to-day basis throughout MIJB.

Risk Management is as much about empowerment, supporting innovation and seizing opportunities through informed decision making as it is about defending against negative threats and preventing adverse things from happening.

Crucial to the continued delivery of high quality health and social care is enhanced identification and management of events or activities, which could result in risk to patients/service users, staff and visitors/members of the public. The management of risk is a key responsibility of all staff employed by NHS Grampian (NHSG) and The Moray Council.

The Moray IJB, through the Strategic Plan, will seek to establish a culture that ensures risk management is an integral part of everything it does. Risk Management is a means of identifying, evaluating, and controlling risks and effective risk management will help the MIJB to meet its objectives. This Risk Management policy forms part of the internal control framework and is also a vital component in achieving and maintaining clinical and corporate governance.

The integrated Risk Management framework is based on the Australia/New Zealand AS/NZ 4360 "Risk Management Standard" and aligns to ISO 31000 (2018), widely adopted in the UK public sector. This standard is designed to identify and manage risks that could impede the ability of MIJB to meet its objectives.

Good risk management awareness and practice at all levels of the MIJB are critical factors in ensuring that strategic objectives are achieved. MIJB will actively and systematically promote and instil risk management at all levels, ensuring that relevant and appropriate training is available for staff, through NHS Grampian and The Moray Council's current arrangements.

This policy applies to all employees working in an integrated way for the MIJB and the implementation of its content will require active input from management at all levels to evidence that risk management is a fundamental part of the approach to quality, corporate, social and clinical governance for reporting in the MIJB Annual Governance Statement.

## 2. Scope

This policy will establish a consistent and integrated approach to the management of risk across the MIJB.

The key objectives of this policy are to provide the framework that facilitates;

- The control and management of risk to achieve the objectives of MIJB;
- the implementation of this policy which underpins;
  - Production of a risk assurance framework to inform the Annual Governance Statement;
  - The integration of Risk Management within the IJB's strategic aims and objectives.

Appropriate training will be provided in relation to risk management through NHS Grampian and The Moray Councils current arrangements to ensure smooth implementation of this policy.

This policy applies to all employees, contractors and other third parties working in an integrated way for Moray IJB. Risk management is the responsibility of all staff, although managers at all levels are expected to take an active lead to ensure that risk management is a fundamental part of their operational area.

## 3. Definition of Risk and Risk Management

For the purposes of this policy the following definitions will apply:

**Risk** is the “effect of uncertainty on objectives” of outcome, “whether positive opportunity or negative threat, of actions and events. It is the combination of likelihood and impact, including perceived importance.” **and**

**Risk (and opportunity) management** is “the control of this uncertainty through planning and action” This will include “...all the processes involved in identifying, assessing and judging risks, assigning ownership, taking actions to mitigate or anticipate them, and monitoring and reviewing progress.”

ISO 21000 2018

## 4. Duties and Responsibilities for Managing Risk within MIJB

### Moray Integration Joint Board

The Board has a responsibility to ensure that there is a clear and appropriate management structure for ensuring that MIJB has effective systems for identifying

and managing all risk, which enables decisions to be taken at an appropriate level. In particular, the Board will:-

- Approve the Risk Management Policy;
- Review and approve MIJB's Assurance Framework;
- Designate responsible Board members to manage risk(s);
- Approve resource allocations in respect of risk prioritisation;
- Seek assurance that risks identified within the Strategic Plan are being appropriately managed;
- Review MIJB's major risks and agree the management plans for 'Very High' Corporate risks;
- Seek assurance that identified risks are communicated appropriately;
- Review the effectiveness of all Internal Controls including, financial, organisational, information management, performance management and clinical controls, all designed to mitigate risks;
- Ensure that there is effective liaison between NHS Grampian and The Moray Council in respect of the management of risk.

Additionally to inform the Annual Governance Statement made by the Chief Officer in the annual accounts the Board needs to demonstrate:

- That it has been informed through assurances about all risks not just financial.
- That it has arrived at their conclusions on the totality of risk based on all evidence presented to them.
- Accountability for the decisions made in addressing the risks presented to the Board and in the action being implemented.

### **Chief Officer**

The Chief Officer is responsible for the establishment of effective arrangements for the management of risk and processes to gain an assurance that the identified management arrangements are adequate.

The Chief Officer delegates the authority to develop MIJB's Risk Management arrangements as specified below:

### **Chief Financial Officer**

The Chief Financial Officer will provide the strategic lead for financial risk and the effective co-ordination of financial controls throughout the MIJB. The Chief Financial Officer is professionally accountable for financial practice and securing an internal audit function which provides MIJB with independent assurance.

### **Voting Members**

Voting Members are responsible for ensuring that:

- This policy is robust and defensible and seeking assurances that the policy has been implemented appropriately across MIJB;
- Risks to MIJB's objectives are being controlled effectively; and
- They are satisfied of the reliability and integrity of risk management and internal control arrangements.

### **Heads of Service/Department and other Senior Managers**

Heads of Service/Department have responsibility for ensuring compliance with the risk management system as laid down in this policy. Specifically they are required to:

- Ensure that appropriate and effective risk management processes are in place within their designated area and scope of responsibility;
- Ensure that all staff are made aware of the risks within their work environment and of their personal responsibilities;
- Implement and monitor any identified risk management control measures within their area of responsibility ensuring that they are appropriate and adequate;
- Where appropriate capture risks onto operational risk registers, and review these on a regular basis.
- Ensure that all staff under their jurisdiction are given the necessary information, instruction, training and supervision to enable them to work safely.

### **Risk Management Advisors**

The Risk Management Advisors from ~~with The~~ Moray Council and NHS Grampian will provide specialist advice, assistance and support in Risk Management where required.

### **Risk Owners**

A Risk Owner is a person charged with the management of a specific risk or risks, with responsibility for ensuring that the risk is managed and mitigated.

This includes identifying the controls in place to mitigate the risk, evidencing that the risk is being managed effectively and identifying any further actions required to

mitigate or eliminate the risk. It is the risk owner's responsibility to ensure that risks are appropriately monitored and reported.

### Staff

All staff and contractors working for ~~The~~ Moray Council and NHS Grampian have a responsibility for identifying actual or potential risks and reporting and/or escalating issues in accordance with this Policy and any related or associated procedures and/or guidance.

## 5. Risk Management Process

The process for managing risk is documented out with this policy. ~~However, it~~ It is worth noting that all risks will be ~~evaluated~~assessed according to their assessed likelihood and ~~the corresponding~~ impact as shown in the table below, in order to determine whether or not a specified level of risk is acceptable or tolerable.

Likelihood	Consequence / Impact				
	Negligible	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	V High	V High
Likely	Medium	Medium	High	High	V High
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Medium	Medium	Medium	High
Rare	Low	Low	Low	Medium	Medium