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**REPORT TO: MORAY INTEGRATION JOINT BOARD AUDIT, PERFORMANCE AND RISK COMMITTEE ON 24 NOVEMBER 2022**

**SUBJECT: STRATEGIC RISK REGISTER – NOVEMBER 2022**

**BY: CHIEF OFFICER**

**1. REASON FOR REPORT**

- 1.1 To provide an overview of the current strategic risks, along with a summary of actions which are in place to mitigate those risks, updated on November 2022.

**2. RECOMMENDATION**

- 2.1 It is recommended that the Audit, Performance and Risk Committee (APR) agree to:**

- i) consider and note the updated Strategic Risk Register included in APPENDIX 1; and**
- ii) note the Strategic Risk Register will be further refined to align with the transformation and redesign plans as they evolve**

**3. BACKGROUND**

- 3.1 The strategic risk register is reviewed regularly by the Senior Management Team as part of a robust risk monitoring framework, to identify, assess and prioritise risks related to the delivery of services in relation to delegated functions, particularly any which are likely to affect the delivery of the Strategic Plan.
- 3.2 The Moray Integration Joint Board (MIJB) Strategic Risk Register is attached to this report at **APPENDIX 1** and sets out the inherent risks being faced by the MIJB, together with a current assessment on the level of the risks and mitigating actions being taken to reduce the impact of the risks. This report is presented to Clinical Care Governance committee for their oversight and comment.
- 3.3 Risk scores are weighted, based on assessment according to their likelihood and corresponding impact, as per Section 5 of the MIJB Risk Policy.

- 3.4 The Strategic Risks received an initial review to ensure they align to the Moray Partners in Care 2019-2029 strategic plan which was agreed at MIJB on 28 November 2019 (para 13 of the minute refers).

#### **4. KEY MATTERS RELEVANT TO RECOMMENDATION**

- 4.1 The Risk Management Framework review was completed and outcome was approved by the Board on 25 June 2020 (para 9 of the minute refers). The approved Risk Appetite Statements have been included in **APPENDIX 1**.
- 4.2 The return to 'business as usual' from the Covid-19 pandemic continues to progress. However, there has not been any relief in the system over the summer period, and is already facing increased staff absences due to seasonal illness and leave.
- 4.3 Work is being progressed to ensure the Risk Register is updated in the timescales dictated by the criteria. The action has been added as a standing item on the SLG agenda.
- 4.4 The continued safe delivery of services is a priority and as such, dedicated management time is being directed to support oversight of operational risks. Grampian Operational Escalation System (GOPES) continues to be utilised to assist in the identification of pressure points across the whole system so that they can be addressed and prioritised appropriately. A review of these principals was revisited during a workshop across the Moray Portfolio on 17/10/22. This highlighted the ongoing pressures facing the entire system and allowed for worthy discussions about how best to capture those pressures.
- 4.5 The ability to cope with unforeseen incidents continues to provide challenges to the systems. The national cyber-attack on NSS Scotland systems debrief is planned to conclude in November 2022. It is intimated that improved practices across the system have been captured as part of their ongoing planning and recovery phase. These will be captured and shared to SMT and MIJB in due course.
- 4.6 The possibility of planned power outages raised by SSEN. Civil contingency groups are discussing options and reviewing Business Continuity Plans to ensure planning is underway. Discussions between Scottish Government and Senior Management are also taking place around Protected Sites.
- 4.7 Ballots are proceeding for the possibility of Staff Industrial Action. The outcomes of most of these ballots is expected in early November. Planning meetings are already underway to address the possible outcomes and actions. Plans for cross system working are underway.
- 4.8 There continues to be significant financial risk in the system. Future reports will incorporate updates to the MIJB.
- 4.9 Recruitment and selection to staff vacancies continues to prove challenging across most services. Staff wellbeing continues to be a key priority and a significant emphasis is being placed on ensuring that everyone is provided with the support that is readily available, where it is required. The issues that have been identified and factored into the developing workforce plan. This

ongoing work will be progressed with partners across Grampian for recruitment.

- 4.10 Prior to March 2021, IJB's were reliant on NHS Board and Council specialist advisors for support. Currently HSCM is represented by the Corporate Manager on all matters involving Civil Contingencies. Unlike other partnerships, HSCM does not employ a subject matter expert on this topic and this has been highlighted and placed on the Strategic Risk Register, with a High rating.
- 4.11 The new Care at Home contract, with Allied working in partnership with the Council's internal provision, started in October 2021. This contract limited Self-Directed Support (SDS) option 3 supply to Allied and internal provision. Prior to the new Care at Home contract we also contracted with the other providers under SDS option 3. This ended, after a short extension, in April 22. The providers were then only contracted to supply care under SDS options 1 and 2.
- 4.12 There are currently a significant number of hours per week of unmet need for care at home, with little change in these figures this year. There is an urgent need to increase supply to support the Health & Social Care system.
- 4.13 The Moray Portfolio Additional Flow Huddle has agreed to explore the potential for expanding the Care at Home SDS option 3 provision with a view to increasing the supply of Care at Home. Moray Council Procurement support using the existing Scotland Excel national Care at Home framework for other external care at home providers. The plan is to provide a 12 month contract for these other providers to support capacity and create a wider group of support over the next few months. This workplan has been brought to the attention of the Chair and Vice Chair of the MIJB to try and address the unmet need identified.
- 4.14 As plans evolve, the Strategic Risk Register will continue to be updated to ensure that it reflects any potential risks to realise the vision set out in our Strategic Plan.

## **5. SUMMARY OF IMPLICATIONS**

### **(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan "Moray Partners in Care 2019-2029"**

The MIJB requires effective governance arrangements for those services and functions delegated to it and Risk Management systems are integral to this.

### **(b) Policy and Legal**

As set out in the terms of reference, the Board has responsibility to provide assurance of the adequacy of the risk management framework.

There are no legal implications arising from this report.

**(c) Financial implications**

There are no direct financial implications arising from this report however the Board should note the failure to manage risks effectively could have a financial impact for the MIJB.

**(d) Risk Implications and Mitigation**

This report forms part of the governance arrangements for identifying and managing strategic risks of the MIJB. The risks are outlined in the body of the report in section 4.

**(e) Staffing Implications**

There are no additional staffing implications arising from this report.

**(f) Property**

There are no property implications arising from this report.

**(g) Equalities/Socio Economic Impact**

An Equalities Impact Assessment is not required because there are no service, policy or organisational changes being proposed.

**(h) Climate Change and Biodiversity Impacts**

There are no impacts arising from this report.

**(i) Directions**

None arising from this report.

**(j) Consultations**

Consultation on this report has taken place with Sean Coady, Head of Service.

**6. CONCLUSION**

**6.1 This report and appendices contains proposed risk appetite statements that, when approved, will underpin the MIJB approach to strategic decision making.**

**6.2 The report outlines the current position and recommends the Board note the revised and updated version of the Strategic Risk Register.**

Author of Report: Sonya Duncan, Corporate Manager  
Background Papers: held by HSCM  
Ref: