



REPORT TO: MORAY INTEGRATION JOINT BOARD AUDIT, PERFORMANCE AND RISK COMMITTEE ON 31 AUGUST 2023

SUBJECT: STRATEGIC RISK REGISTER – AUGUST 2023

BY: CHIEF OFFICER

1. REASON FOR REPORT

1.1 To provide an overview for the Audit, Performance and Risk Committee of the current strategic risks, along with a summary of actions which are in place to mitigate those risks, updated August 2023.

2. RECOMMENDATION

2.1 It is recommended that the Audit, Performance and Risk Committee 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, redesign and delivery 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 Audit, Performance and Risk 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 22 November 2022 (para 14 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 There remains considerable financial pressure as presented to the MIJB on 30 March 2023. There is additional pressure to achieve further savings in 2023/24 and beyond. The Chief Officer and Chief Financial Officer continue to work with Senior Managers to seek efficiencies and opportunities for real transformation.
- 4.3 GP and Dental service sustainability remains a significant issue nationally.
- 4.4 There is a continued risk of Industrial Action that may affect service delivery and potentially increase the financial cost pressures to meet any pay awards, if not funded centrally.
- 4.5 The responsibilities placed on Health and Social Care Moray (HSCM) as a Category 1 responder continues to increase. This is without any additional resource allocation.
- 4.6 Demand for unscheduled hospital care has not reduced, as levels of elective activity increase to capacity, that continues to be managed alongside significant bed occupancy for emergency medicine.
- 4.7 Work is ongoing to ensure all Risk Registers are updated in the timescales dictated by the criteria. Adverse events and Risk are regularly reviewed and discussed by Service Managers and Senior Managers. These now feature on the Senior Leadership Group agenda to ensure full transparency across the system.
- 4.8 Recruitment and retention continues to provide challenges across all disciplines. The Moray Health and Social Care Workforce Plan was approved by MIJB on 29 September 2022 (section 12 minute refers to). Work has started to consider the implications of the Health and Care (Staffing) (Scotland) Act 2019.

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 members of the Senior Management Team.

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
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