



REPORT TO: MORAY INTEGRATION JOINT BOARD AUDIT, PERFORMANCE AND RISK COMMITTEE ON 26 OCTOBER 2023

SUBJECT: STRATEGIC RISK REGISTER – OCTOBER 2023

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 October 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;**
- ii) ask the Committee to consider a change to the reporting schedule of the Strategic Risk Register, allowing to report biannually instead of quarterly. This will allow time for development, planning and improvement of the Register content; and**
- iii) note that any significant changes to the register outwith the reporting cycle would be presented at the first opportunity.**

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 also presented to Clinical and 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 2022-2032 Strategic Plan which was agreed at MIJB on 24 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 The recovery from the Covid-19 pandemic continues. However, there has not been any relief in the system, and it continues to challenge an already pressured system.
- 4.3 The senior leadership teams continually consider the appetite for risk whilst planning and effecting transformational change and redesign, despite operating within a very finite budget.
- 4.4 Work continues across teams to ensure the Risk Register is updated in the timescales dictated by the criteria. Work continues to support teams with this.
- 4.5 Mapping of the recently delegated services is required to ensure all statutory and regulatory governance arrangements are being met, without unnecessary duplication.
- 4.6 There is significant financial risk in the system. A provisional forecast of a £3,729,822 overspend was reported to MIJB on 28 September 2023 (para 5 of the minute refers). This poses a significant complexity to service planning and recruitment.
- 4.7 Recruitment and retention continues to provide challenges across all disciplines.
- 4.8 Annual winter planning has commenced across operational services ensuring they interlink with those of partners, whilst addressing the outcomes set by Scottish Government.
- 4.9 Work continues to give partnership wide overview of all operational risk registers.
- 4.10 The absence of a Strategy and Planning Lead will likely cause disruption to the many transformation plans that are currently ongoing. Senior Management Team will plan, monitor and discuss this going forward.
- 4.11 The continued safe delivery of services is a priority and as such, dedicated management time is being directed to support oversight of operational risks. The 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. These principals continue to be revisited across the system in Grampian.

5. **SUMMARY OF IMPLICATIONS**

(a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan “Partners in Care 2022-2032”**

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 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 Committee note the revised and updated version of the Strategic Risk Register.**
- 6.3 The report recommends changing the reporting schedule to biannually.**

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