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**REPORT TO: MORAY INTEGRATION JOINT BOARD AUDIT, PERFORMANCE AND RISK COMMITTEE ON 25 AUGUST 2022**

**SUBJECT: STRATEGIC RISK REGISTER – AUGUST 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 August 2022.

**2. RECOMMENDATION**

**2.1 It is recommended that the 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 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 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 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 Work initially overseen by North East Partnership continues to progress locally, in line with our Strategic Plan objectives. Hospital without Walls and Hospital at Home themes continue to be progressed through the Home First Programme.
- 4.3 The return to 'business as usual' from the Covid-19 pandemic continues to progress. However, these increases in demands for service are being faced by staffing resource that is reduced due to increasing sickness absence, staff vacancies, and annual leave.
- 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.
- 4.5 The ability to cope with unforeseen incidents continues to provide challenges to the systems. Most recently the national cyber-attack on NSS Scotland systems and the drainage issue affecting clinical services at Dr Gray's Hospital. Reassuringly, the contingency planning was effective and lessons learned will be considered.
- 4.6 There continues to be significant financial risk in the system which was highlighted at the MIJB development session on 6 June 2022. Future reports will incorporate updates to this committee.
- 4.7 Recruitment and selection to staff vacancies continues to prove challenging across several 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 will be factored into the developing workforce plan and collaborative work will be progressed with partners across Grampian for recruitment.
- 4.8 Work continues with Allied, our partner for care at home on the outcome based commissioning approach. Delivering on outcomes, rather than a time and task approach, underpins the MIJB strategic principles of Home First and supports people having choice of how and where they are cared for. Care at home services and Allied continue to face staffing difficulties to meet service demand. Due to a range of factors, capacity is unable to meet demand which is demonstrated in the increase in unmet need. This situation is unlikely to improve in the short term, due to the increasing demand for care in the community.

- 4.10 With the confirmation of the NHSG Portfolio arrangements across Grampian and the likely delegation of Children and Families and Criminal Justice services to MIJB, there will be a need for alignment of the governance frameworks and a transition phase to accomplish this effectively.
- 4.11 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**

Consultations have been undertaken with the Senior Management Team, Iain Macdonald, Locality Manager and Tracey Sutherland,

Committee Services Officer and comments have been incorporated in this report.

## **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.**

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