



REPORT TO: MORAY INTEGRATION JOINT BOARD CLINICAL AND CARE GOVERNANCE COMMITTEE ON 28 OCTOBER 2021

SUBJECT: STRATEGIC RISK REGISTER – SEPTEMBER 2021

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 September 2021.

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,**
- ii) note the Strategic Risk Register will be further refined to align with the transformation and redesign plans as they evolve, and**
- iii) consider and agree whether this committee wishes to receive this update on a regular basis.**

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 The impact of COVID-19 has delayed the development of some aspects of transformation plans as reported to the last meeting of this committee on 24 June 2021 (para 8 on the minute refers). Work overseen by North East Partnership on Home First programme continues to be progressed, in line with our Strategic Plan objectives. As anticipated the numbers of Covid-19 cases in the community continued to increase and there was some impact of staff requiring to self-isolate. However the greatest impact on progression of development work as plan has been the increases in demand for services at all parts of our system, for example at the Emergency Department at Dr Gray's, for social work referrals from the community, requests for Occupational Therapy services and through these processes a resultant increase in demand for care at home services. In addition Primary Care Services have also experienced considerable challenges with the requirement to develop new pathways to support demand. This has impacted on both in hours and out of hours primary care services. These increases in demands for service have arisen at a time where staffing resource has been reduced due to increasing sickness absence, staff vacancies, annual leave and the continued need for some staff redeployment. These aspects continue to impact on delivery of developmental work as staff have to continually adjust to respond to the Covid-19 situation albeit there is development work taking place as teams work collaboratively to address the increases in demand. The continued safe delivery of services is a priority and as such a considerable amount of management time is being directed to support oversight of operational risks to ensure they are managed and prioritised across the whole system.
- 4.3 There continues to be significant financial risk in the system. As we transition from the additional supports provided as part of the Covid response we are monitoring the position closely and assessing the impact on both short and longer term.
- 4.4 Recruitment and selection to staff vacancies is proving challenging across services. These challenges remain as previously reported regarding lack of appropriate applications for some posts and also the time taken to for the recruitment process in employing organisations to be followed. There have been significant efforts and collaborative working to streamline processes and align timescales where possible, resulting in some care at home appointments being able to commence a couple of weeks earlier than anticipated, which will assist to relieve some particular pressures. In addition there has been an efficient and effective recruitment process for the Discharge to Assess posts which again will assist to relieve specific pressures in the system. There remain some staff redeployments and acting up arrangements in place, such

as for some of the vaccination team members, and there will be a period of time before services and staff return to “business as normal” or alternative arrangements are put in place. 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.

- 4.5 As plans evolve, the Strategic Risk Register will be updated to ensure that it reflects any barriers to realising the ambitions we are not enacting, to achieve 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.

(e) Staffing Implications

There are no additional staffing implications arising from this report. Senior Management Team have considered areas of high risk and are seeking to redeploy staff to address these as a matter of urgency.

(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) Consultations

Consultations have been undertaken with the Senior Management Team, Chief Internal Auditor 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.**
- 6.2 The report also outlines the current position in relation to the impact of COVID-19 on progress with transformation plans, and recommends the Board note the revised and updated version of the Strategic Risk Register.**

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Background Papers: held by author
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