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**REPORT TO: MORAY INTEGRATION JOINT BOARD AUDIT, PERFORMANCE AND RISK COMMITTEE ON 6 DECEMBER 2021**

**SUBJECT: STRATEGIC RISK REGISTER – NOVEMBER 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 November 2021.

**2. RECOMMENDATION**

**2.1 It is recommended that the Audit, Performance and Risk (APR) 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 APR 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).
- 3.5 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 are reflected in **APPENDIX 1**.

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

- 4.1 The impact of Covid-19 continues to delay the development of some aspects of transformation plans as reported to the last meeting of this committee on 26 August 2021 (para 8 of the minute refers).
- 4.2 Work overseen by the North East Partnership on the Home First programme continues to progress, in line with the Strategic Plan objectives. Hospital without Walls and Hospital at Home themes are being developed and will be progressed through the Home First programme. These workstreams are required to progress a new approach to delivering person-focussed clinical services to people, for the benefit of individuals through a person centred approach and to maximise best use of available staff resources which continue to be stretched.
- 4.3 As anticipated the numbers of Covid-19 cases in the community continue to increase. During the week of 15 November 2021 Moray was at the top of the list of Scottish local authorities for 7-day test positivity rate (13.1% compared to Scottish rate of 9.6%). Numbers of cases stood at 512. There is uncontrolled community transmission and the impact of this is an increase in staff being off because they are positive or requiring to self-isolate. The rates of other respiratory infections are rising and it is anticipated that the months of January and February 2022 will see a peak. This could impact across all services and is of particular concern in areas where there is a limitation on options for cover for staff, such as specialist residential care at Woodview as an example. Contingency plans are in place but there is a great deal of uncertainty as to the extent of what will be required. Managers continue to reiterate the necessity for correct use of PPE, ventilation, hand hygiene and lateral flow testing for all staff.
- 4.4 There continues to be a significant impact on progression of development work as planned due to the increases in demand for services at all parts of our system. Communications are being undertaken by NHS Grampian to try to discourage people from attending Emergency Departments at hospitals unless life threatening and to redirect to other services that are available to provide advice and assistance. There continues to be a significant demand for social work assessments from the community and there are high levels of unmet need for care provision in the community. Managers are working with teams daily to try to meet the greatest needs through a variety of means but there are still those who are not receiving a service. There continue to be requests for Occupational Therapy services that are not being met. These increases in demands for service are being faced by staffing resource that is reduced due to increasing sickness absence, staff vacancies, annual leave and the continued need for some staff redeployment.

- 4.5 The pressures around recruitment and retention of the internal care at home service are likely to increase due to the uplift that external care providers are to receive from December 2021 which will mean Council employed staff at the starting point on the salary scale grade will be paid a lesser hourly rate than the external providers pay. Service managers are working on options available to address this issue.
- 4.6 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. A critical incident management approach is being developed by NHSG Chief Executive Team to provide the strategic oversight and response to the impact of the pandemic on the whole health and social care system. The development of this approach is underway and is to be called Operation Iris.
- 4.7 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. Additional funding has been made available by Scottish Government to support the increased pressures in the system, including those presented by the winter period. The senior management team are assessing where the funds should be applied for greatest benefit and approvals will be sought as appropriate.
- 4.8 Recruitment and selection to staff vacancies continues to prove 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. The continued efforts and collaborative working to streamline processes and align timescales has reduced timescales and it is hoped these improvements can be maintained going forward. 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.
- 4.9 The adoption of the outcome based commissioning approach and collaborative working with Allied as the partner for care at home are fundamental changes in the approach for social care services and as such forms a core element of supporting the strategic aims for Home First and supports choice and control for service users. The timing of this change was determined by the requirement for the new contract, which commenced 1 November 2021, and it is recognised by all involved that it will be challenging to deliver in the context of the continued impact of the pandemic.
- 4.10 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 detrimental 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.**

Author of Report: Jeanette Netherwood, Corporate Manager  
Background Papers: held by author  
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