

## Strategic Risk – Action Log

APPENDIX 2

<u>Risk</u>	<u>Action required</u>	<u>Lead</u>	<u>Target</u>	<u>Comment</u>
1. The Integration Joint Board (IJB) does not function as set out within the Integration Scheme, Strategic Plan and Scheme of Administration and fails to deliver its objectives or expected outcomes.	Develop to final approved Performance Management Framework (PMF), aligned to the new Strategic Plan will be a key focus.	Chief Financial Officer	Revised date <del>27 June 2019</del> 31/10/2019	<b>Completed</b> - PMF approved at MIJB 28 November 2019  <b>In progress</b> - Work is underway to develop the transformation plan underpinned by performance information.
	Review of integration scheme in relation to the proposed delegation of Children's and Criminal Justice Services	Chief Officer	31/3/2021	<b>In progress</b>
2. Inability to recruit and retain qualified and experienced staff whilst ensuring staff are fully able to manage change resulting from Integration	Update Organisational Development Plan (presented to MIJB in January 2018) and present to MIJB	Chief Officer	<del>30 June 2019</del> 31/10/2019	<b>Completed</b> - Management restructure is complete and staff are in post. OD plan was approved by MIJB 28 November 2019. This will be developed and integrated into teams by Systems Leadership Group.
	The Workforce plan will be developed and aligned with the strategic plan 2019- 2022	Chief Officer	<del>September</del> 31/10/2019	<b>In progress</b> - The outline Workforce Plan was approved by MIJB 28 November 2019. Workforce requirements will be further developed as the locality manager role and the transformation boards priorities become more defined so workforce is aligned appropriately.
	Services experiencing staffing resource issues due to sickness absence or vacancies are escalating matters to Heads of Service for action	SLG/ Heads of Services	ongoing	<b>In progress</b> - This is a complex problem impacting on several areas in the system. System Leadership Group have discussed the issues relating to Care at home staff and Mental Health services. Further analysis of information is being undertaken and will be presented to SLG

3. Inability to demonstrate effective governance and effective communication with stakeholders.	Programme of future reports for Clinical and Care Governance Committee to be developed	Professional Lead for Clinical Governance / Heads of Service	31/3/20	for review. <b>Completed</b> - Schedule of reports has been set for Clinical Governance Group with exception reporting to Clinical and Care Governance committee. <b>In progress</b> – following the workshop on Clinical Care Governance on 8 January a report on the output will be submitted to CCG Committee in February 2020.
	Communications Strategy developed and approved by MIJB in June 2017 – to be reviewed and updated	Chief Officer	<del>June 2019</del> 31/10/19	<b>Completed</b> Communication & Engagement strategy was approved by MIJB 28 November 2019.
	Governance Frameworks documented and communicated for:- <ul style="list-style-type: none"><li>• Clinical Governance</li><li>• Health and Safety</li><li>• Risk management</li><li>• Performance management</li><li>• Civil Contingencies</li></ul>	Corporate Manager	28/2/19 31/3/19 31/10/19 31/10/19 31/3/20	<b>In Progress</b> Clinical Governance and Health and Safety Risk Management and Performance management frameworks have been documented. Civil Contingencies is progressing but requires input from partner organisations. This is being progressed through the local resilience group with representation from Moray Council, Dr Grays, NHSG and HSCM, which has been delayed due to vacancies in the Council but is now active.
4. Inability to deal with unforeseen external emergencies or incidents as a result of inadequate emergency planning	Programme of implementation of table top exercises for business continuity to be established and implemented	HSCM Civil Contingencies Group (CCG)	25/2/20	Table top on electricity outage completed. <b>In progress</b> - Programme of table tops to be submitted to HSCM Civil Contingencies group 25 February 2020.

and resilience.	Staff training programme to be scheduled	Corporate Manager	31/1/20	Programme to be scheduled in partnership with NHS Civil Contingencies Unit and Moray Council.
	Completion of major infectious disease/pandemic plans	Corporate Manager / HSCM CCG	<del>30/4/19</del> 31/1/20	<b>Overdue</b> Discussion held with colleagues in Aberdeen City and Aberdeenshire to ensure consistent approach. Delay due to Scottish Government issue of draft guidance which has raised queries but feedback has been co-ordinated by NHSG. Services information regarding critical functions is required to populate the plan and action is underway to complete by end of month..
5. Risk to MIJB decisions resulting in litigation/judicial review. Expectations from external inspections are not met.	Process for sign off and monitoring actions arising from Internal and External audits is being set out as part of the HSCM governance arrangements.	Corporate manager / Chief Internal Auditor	ongoing	Any identified shared learning from audits is taken to System Leadership Group.
6. Inability to achieve progress in relation to national Health and Wellbeing Outcomes. Performance of services falls below acceptable level.	Development work will be undertaken to establishing clear links to performance that describe the changes proposed by actions identified in the new Strategic Plan	Chief Financial Officer / Corporate manager / Service Managers	30/6/20	<b>In progress</b> Performance support team will be working with managers to progress in line with the Strategic Plan and Transformation plan development.

<b>7. Risk of major disruption in continuity of ICT operations, including data security, being compromised</b>	Protocol for access to systems by employees of partner bodies to be developed.	30/10/2019 31/3/20	<b>Overdue</b> Existing staff are able to access systems where appropriate, the protocol requires to be documented for implementation for new staff or where services are developing and require additional access to systems.
--	--	-----------------------	---