

Strategic Risk – Action Log

<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, aligned to the new Strategic Plan will be a key focus.	Chief Financial Officer	Initial target March 2019 Revised date 27 June 2019 31/10/2019	Document to be presented as part of governance framework surrounding the new Strategic plan in October 2019 as part of a suite of documents
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	Heads of Service	30 June 2019 31/10/2019	Initial intention was to have a dedicated resource however recruitment was not successful. External resource has been identified to facilitate the implementation of the management restructure with the OD and workforce plan to be produced thereafter. Corporate manager to assist with the OD plan.
	The Workforce plan will be developed and aligned with the strategic plan 2019- 2022	Heads of Service	September 31/10/2019	As above
	Services experiencing staffing resource issues due to sickness absence or vacancies are escalating matters to Heads of Service for action	Heads of Services	30/11/2019	This is a complex problem impacting on several areas in the system. A more detailed analysis of the issues and the impacts across the system is being collated for System Leadership Group. This will facilitate a prioritised and targeted approach for action .

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	30/6/19	In Progress - Schedule of reports has been set for Clinical Governance Group with exception reporting to Clinical and Care Governance committee. Not yet signed off as it is felt there is further refinement required.
	Communications Strategy developed and approved by MIJB in June 2017 – to be reviewed and updated	Chief Officer	June 2019 31/10/19	In Progress - As part of the Alliance funding a new communications officer started in April 2019. Revised strategy to go to MIJB in October 2019.
	Governance Frameworks documented and communicated for:- <ul style="list-style-type: none"> • Clinical Governance • Health and Safety • Civil Contingencies • Risk management • Performance management • Staff Governance 	Corporate Manager	28/2/19 31/3/19 31/7/19 31/10/19 31/10/19 31/10/19	In Progress Clinical Governance and Health and Safety frameworks are completed. Risk Management, Staff Governance and Civil Contingencies are progressing. Civil Contingencies requires input from partner organisations and this was being progressed through a local resilience group with representation from Moray Council, Dr Grays, NHSG and HSCM. Unfortunately the Emergency Planning officer from the council was made redundant and the business continuity officer is leaving for a new job at the end of September which may impact on progress going forward.
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)	30/9/19	In Progress – all services had agreed to update Business Impact Assessments and Business Continuity Plans by 31 July, some services still to forward information. Completed information will be used to prepare a programme.

and resilience.	Identification of staff resource to progress outstanding BC arrangements	SMT	31/3/19	Completed Interim support manager identified and working with Corporate Manager and HSCM Civil Contingencies group.
	Completion of major infectious disease/pandemic plans	Corporate Manager / HSCM CCG	30/4/19	Overdue 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	31/3/19	Process completed and implemented
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	31/10/19	In progress Performance support team will be working with managers to progress in line with the Strategic Plan and Transformation plan development.

7. Risk of major disruption in continuity of ICT operations, including data security, being compromised	Protocol for access to systems by employees of partner bodies to be developed.	30/10/2019	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.
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