



## RISK, AUDIT AND PERFORMANCE COMMITTEE

<b>Date of Meeting</b>	25.02.20
<b>Report Title</b>	Risk Appetite Statement and Strategic Risk Register
<b>Report Number</b>	HSCP
<b>Lead Officer</b>	Sandra Macleod, Chief Officer
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<b>Consultation Checklist Completed</b>	Yes
<b>Appendices</b>	a. Risk Appetite Statement b. Strategic Risk Register

### 1. Purpose of the Report

- 1.1. To present the Risk, Audit and Performance Committee with the latest version of the Aberdeen City Health & Social Care Partnership's (ACHSCP) Risk Appetite Statement and Strategic Risk Register, as reviewed by the Integration Joint Board (IJB) at its workshop on the 19 November, 2019 and considered by the IJB at its meetings on 21 January, and 11<sup>th</sup> February, 2020.

### 2. Recommendations

- 2.1. It is recommended that the Risk, Audit and Performance Committee:

- a) Note the revised Risk Appetite Statement, as approved by the IJB, detailed in Appendix A to the report;
- b) Note the Strategic Risk Register, as considered by the IJB at its meetings in January and February, 2020 and discussed at the IJB Workshop on Workforce in February, 2020, as detailed in Appendix B to the report.



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### **3. Summary of Key Information**

#### **IJB Workshop on Strategic Risk Register and Consideration by IJB**

- 3.1.** The IJB held a workshop on the 19 of November, 2019 where it considered both the Risk Appetite Statement and the Strategic Risk Register. The relevant risk owners were in attendance and suggested revisions to both documents were made.
- 3.2.** The key changes to the Risk Appetite Statement as a result of the workshop was with regard to the dimension of risk relating to commissioned and hosted services. It was agreed to change the tolerance, specifically in relation to risks relating to service redesign or improvement, from **Low to Moderate to Moderate to High**. The Workshop also agreed to add narrative to this dimension explaining that the revision to the tolerance would be in circumstances where as much risk as possible has been mitigated. The IJB at its meeting on the 21 of January, 2020 approved the revised Risk Appetite Statement. A copy of the revised Risk Appetite Statement is attached as Appendix A to this report.
- 3.3.** The key changes to the Strategic Risk Register as a result of the workshop were to lower risk 4 “there is a risk that relationship arrangements between the IJB and its partner organisations (Aberdeen City Council (ACC) & NHS Grampian (NHSG)) are not managed to maximise the full potentials of integrated & collaborative working. This risk covers the arrangements between partner organisations in areas such as governance; corporate service; and performance” from **Medium to Low**; and raise risk 9 “there is a risk of failure to recruit and that workforce planning across the Partnership is not sophisticated enough to maintain future service deliver” from **High to Very High**.
- 3.4.** Those present at the workshop also requested that Risk 9 be reworded to reflect service redesign to help decrease this risk. The revised wording is as follows “**There is a risk that if the System does not redesign services from traditional models in line with the current workforce marketplace in the City this will have an impact on the delivery of the IJB Strategic Plan**”.



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- 3.5.** The IJB at its meeting on the 21 of January, 2020 noted the revised Strategic Risk Register and asked that the wording for mitigating actions for Risk 1 relating to the provider of last resort be revised and reported back to the IJB. The IJB at its meeting on the 11 of February, 2020 agreed wording relating to the mitigating actions. The updated Strategic Risk Register (including the revised wording on mitigations), is attached as Appendix B to this report.

### **IJB Workshop on Workforce**

- 3.6.** The reworded strategic risk 9 was referenced during the IJB's workshop on Workforce on the 11 of February, 2020. The main points raised at the workshop which have been added to risk 9 were with regard to how the Partnership can actively provide comments through the consultation process on the Chapters relating to the Health and Social Care (Staffing) (Scotland) Act 2019.

### **Implications for IJB**

- 3.7. Equalities** –there are no direct equalities implications as a result of this report, these implications will be taken into account when implementing certain mitigations.
- 3.8. Fairer Scotland Duty** – there are no direct Fairer Scotland implications arising as a result of this report, the duty will be taken into account, where appropriate, where implementing certain mitigations.
- 3.9. Financial** – there are no direct financial implications arising as a result of this report, however financial implications will be taken into account when implementing certain mitigations.
- 3.10. Workforce** - there are no direct workforce implications arising as a result of this report.
- 3.11. Legal** - there are no direct legal implications arising as a result of this report.



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### 4. Links to ACHSCP Strategic Plan



4.1. Ensuring a robust and effective risk management process will help the ACHSCP achieve the strategic priorities as outlined in its strategic plan, as it will monitor, control and mitigate the potential risks to achieving these. The Strategic Risks have been aligned to the Strategic Plan 2019-2022.

### 5. Management of Risk

5.1. **Identified risks(s):** Specific individual components of risks outlined in the Strategic Risk Register could potentially impact on our ability to deliver services.

5.2. **Link to risks on strategic or operational risk register:** The Strategic Risk Register comprises 10 risks that are considered by both the IJB and the Risk, Audit and performance Committee. These strategic risks reflect themes evidenced on the Operational Risk Register.

5.3. **How might the content of this report impact or mitigate these risks:** Ensuring a robust and effective risk management process will help to mitigate all risks (as detailed in the 10 individual strategic risks in the attached register).

Approvals	
	Sandra Macleod (Chief Officer)
	Alex Stephen (Chief Finance Officer)