



## RISK, AUDIT AND PERFORMANCE COMMITTEE

<b>Date of Meeting</b>	27 April 2021
<b>Report Title</b>	Additional Risk to Strategic Risk Register
<b>Report Number</b>	HSCP.21.043
<b>Lead Officer</b>	Sandra Macleod, Chief Officer
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<b>Consultation Checklist Completed</b>	Yes
<b>Appendices</b>	Appendix A – addition to Strategic Risk Register - Risk 11 Category 1 Responder

### 1. Purpose of the Report

- 1.1. To present the Risk, Audit and Performance Committee (RAPC) with the outcome of a review of the Aberdeen City Health & Social Care Partnership's (ACHSCP) Strategic Risk Register to reflect current business responsibilities.

### 2. Recommendation(s),

- 2.1. **Add Risk 11:** It is recommended that Committee consider Appendix A, the proposed addition to the Strategic Risk Register relating to the Integration Joint Board's (IJB) duties under the Civil Contingencies Act 2004; make comments and observations on the draft risk and endorse their concluded view to the Integration Joint Board at its meeting of 25 May 2021.
- 2.2. **Remove Risk 10:** It is recommended that the Committee consider removing Risk 10 (EU Exit) from the Strategic Risk Register, as detailed in the report and endorse their conclusions on this to the Integration Joint Board at its meeting at its meeting of 25 May 2021.
- 2.3. **Note review of Risk 3:** Committee is recommended to note that a review of Risk 3 (Hosted Services) will be presented to the RAPC meeting in September 2021.



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

#### **3.1. The current Strategic Risks are as follows:**

Risk 1 There is a risk that there is insufficient capacity in the market (or appropriate infrastructure in-house) to fulfil the IJB's duties as outlined in the integration scheme. This includes commissioned services and general medical services.

Risk 2 There is a risk of financial failure, that demand outstrips budget and IJB cannot deliver on priorities, statutory work, and projects an overspend.

Risk 3 There is a risk that the outcomes expected from hosted services are not delivered and that the IJB does not identify non-performance in through its systems. This risk relates to services that Aberdeen IJB hosts on behalf of Moray and Aberdeenshire, and those hosted by those IJBs and delivered on behalf of Aberdeen City.

Risk 4 There is a risk that relationship arrangements between the IJB and its partner organisations (Aberdeen City Council & NHS Grampian) 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.

Risk 5 There is a risk that the IJB, and the services that it directs and has operational oversight of, fail to meet both performance standards/outcomes as set by regulatory bodies and those locally-determined performance standards as set by the board itself. This may result in harm or risk of harm to people.

Risk 6 There is a risk of reputational damage to the IJB and its partner organisations resulting from complexity of function, delegation and delivery of services across health and social care.

Risk 7 Failure to deliver transformation at a pace or scale required by the demographic and financial pressures in the system.

Risk 8 There is a risk that the IJB does not maximise the opportunities offered by locality working.



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Risk 9 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.

Risk 10 There is a risk that ACHSCP is not sufficiently prepared to deal with the impacts of Brexit on areas of our business, including affecting the available workforce and supply chain.

### **ADD RISK 11**

- 3.2. The IJB at its meeting on 23 March 2021 considered report HSCP.21.028 on the inclusion of IJB's as Category 1 Responders under the Civil Contingencies Act, 2004. The IJB agreed to delegate development of a new risk to the Chair of the Risk Audit and Performance Committee.
- 3.3. The Chair of RAPC met with the Business Manager in the Partnership and discussed whether to include a separate risk on the Strategic Risk Register on the duties under the Act or whether the duties could be woven into any of the other strategic risks (as listed above)
- 3.4. It was concluded that a new strategic risk be drafted on the duties under the Act. The draft wording for inclusion in the Strategic Risk Register is contained within Appendix A – Risk 11. The wording is broadly similar to Aberdeen City Council's Corporate Risk and consultation has been undertaken with the Corporate Risk Lead in the Council on the draft for our version of this Strategic Risk.

### **REMOVE RISK 10**

- 3.5. Members of the Committee will be aware that the end of the Transition Period for the United Kingdom leaving the EU expired on 31 December 2020, with the United Kingdom (UK) and the European Union (EU) reaching a "deal" to allow the UK to leave. The National Coordination Centre (set up across the UK in December 2020 to monitor issues arising from the exit from the EU across structures throughout the country) has been stood down as of 27 March 2021.
- 3.6. Any issues remaining or arising from the EU exit are managed as part of business as usual in services. For this reason, it is proposed that the Committee consider the removal of this risk from the Strategic Risk Register. If the Committee agree the removal of Risk 10, a report will be taken to Integration Joint Board on 25 May 2021.



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### **REVIEW RISK 3 - HOSTED SERVICES**

- 3.7. At an IJB workshop in October 20, Board Members felt that was a risk in relation to the financial oversight of Hosted Services and that performance across the services was mixed. It was suggested that the impact for this risk should be moved from moderate to major and that this should be discussed further at the Risk, Audit and Performance Committee (RAPC).
- 3.8. RAPC on 21 January 21 RAPC agreed that the “deep dive” on this specific risk be brought back to the Committee once work had concluded on an audit being undertaken by NHS Grampian on hosted services. Further consideration between the Chair of RAPC and officers determined that further work be undertaken to look at both the services hosted by the City IJB, as well as those services being hosted by Aberdeenshire and Moray IJBs. Included in this review will be an examination of control measures and mitigating actions in place in relation to hosted services to help provide assurance to the IJB.
- 3.9. It is proposed that the outcome of this review will be reported to the RAPC on 23 September 2021. The report to committee should include a sense check against the outcomes of the NHS Grampian audit.
- 3.10. It is also proposed to hold an IJB workshop in October 2021 to allow Members to review both the Strategic Risk Register as well as the Board’s Risk Appetite Statement.

### **4. Implications for IJB**

- 4.1. **Equalities** – while there are no direct implications arising directly because of this report, equalities implications will be taken into account when implementing certain mitigations.
- 4.2. **Fairer Scotland Duty** – while there are no direct implications arising directly because of this report, the Fairer Scotland duty will be taken into account, where appropriate, where implementing certain mitigations
- 4.3. **Financial** – while there are no direct implications arising directly because of this report financial implications will be taken into account when implementing certain mitigations.
- 4.4. **Workforce** - there are no direct implications arising directly because of this report.



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- 4.5. Legal** - there are no direct implications arising directly because of this report.
- 4.6. Other** - there are no direct implications arising directly because of this report.

### **5. Links to ACHSCP Strategic Plan**



- 5.1.** 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.



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### 6. Management of Risk

- 6.1. **Identified risks(s):** all known risks
- 6.2. **Link to risks on strategic or operational risk register:** all risks as captured on the strategic risk register.
- 6.3. **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.

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