



INTEGRATION JOINT BOARD

Date of Meeting	11 October 2022
Report Title	Strategic Risk Register and Revised Risk Appetite Statement
Report Number	HSCP22.083
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Consultation Checklist Completed	Yes
Directions required	No
Appendices	Appendix A - Risk Appetite Statement Appendix B - Strategic Risk Register

1. Purpose of the Report

- 1.1. To present to the Integrated Joint Board (IJB) updated versions of its Risk Appetite Statement and Strategic Risk Register (SRR).

2. Recommendations

- 2.1. It is recommended that the IJB:
- a) Approve the IJB revised Risk Appetite Statement at Appendix A;
 - b) Approve the IJB revised Strategic Risk Register at Appendix B; and
 - c) Note that the documents will be reviewed by the IJB as per the Board Assurance and Escalation Framework with an additional review in the first quarter of 2023/24.

3. Summary of Key Information

Revised Risk Appetite Statement

- 3.1. The IJB's Risk Appetite Statement is intended to be helpful to the board in decision-making and to enable members to consider the risks to



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organisational goals of not taking decisions as well as of taking them. The ACHSCP's appetite for risk will change over time, reflecting a longer-term aspiration to develop innovation in local service provision. The IJB regularly debates its appetite for risks and opportunities in the pursuit of its objectives and will ensure that the statement on risk appetite reflects these discussions.

- 3.2. The IJB Members, at a workshop on 15 August 2022, considered the Board's Risk Appetite Statement and made some amendments to this document to reflect the Board's risk appetite as at August 2022. The revised Risk Appetite Statement is attached as Appendix A to this report and shows the proposed changes to the narrative to the Statement.

Updates on Strategic Risk Register

- 3.3. The fundamental purpose of the Strategic Risk Register is to provide the IJB with assurance that it is able to deliver the organisation's strategic objectives and goals. This involves setting out those issues or risks which may threaten delivery of objectives and assure the IJB that they are being managed effectively and that opportunity to achieve goals can be taken: it is the lens through which the IJB examines the assurances it requires to discharge its duties. The IJB uses this document to monitor its progress, demonstrate its attention to key accountability issues, ensure that it debates the right issue, and that it takes remedial actions to reduce risk to integration. Importantly, it identifies the assurances and assurance routes against each risk and the associated mitigating actions.
- 3.4. Since the Strategic Risk Register was last submitted to the IJB, the Strategic Plan 2022-2025 has been approved and agreed by the IJB in June 2022.
- 3.5. At its meeting on 15th December 2021, the IJB agreed that the Strategic Risk Register was to be reviewed in full following the approval of the Strategic Plan.
- 3.6. The IJB members at its workshop on 15th August 2022 fully reviewed the Strategic Risk Register.
- 3.7. The updated version of the Strategic Risk Register is attached at Appendix B, based on comments and views expressed at the Workshop. The risk



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owners have undertaken both updates/additions (in red text) to reflect the Workshop outcomes as well as general housekeeping of the risks (not highlighted in the Appendix)

- 3.8. The IJB at its meeting on the 30th of August 2022 considered the high level outcomes of the Workshop and agreed, with respect to cost of living increases, to instruct the Business and Resilience Manager to discuss this with the Risk Owners and the Senior Leadership Team, with any revisions in this regard to be presented to the IJB on 11 October 2022. The attached revised Strategic Risk Register references cost of living increases in relevant risks.
- 3.9. Appendix B also reflects the views at the Workshop that 3 of the strategic risks should be de-escalated. These are risks 4, 6 and 10. The views at the Workshop were that risks 4 and 6 were no longer strategic risks and related to risks at an earlier point of integration, whilst risk 10 was operational. Risk 10 will be managed through the Partnership's Civil Contingencies Group.
- 3.10. Based on the Board Assurance and Escalation Framework, the Strategic Risk Register is submitted to the IJB or Risk Audit and Performance Committee (RAPC) quarterly for formal review, whilst the RAPC reviews the Strategic Risk Register for the effectiveness of the process annually.
- 3.11. The IJB at its meeting on the 30th of August 2022 also agreed to review the Risk Appetite Statement and Strategic Risk Register after 6 months, given the changes happening in the health and social care sector and wider in the external environment. It is proposed that the review take place during the first quarter of 2023/24 and will form a workshop for IJB members with the outcomes being reported to the IJB. This will be an additional review of the strategic risks.

4. Implications for IJB

- 4.1. **Equalities, Fairer Scotland and Health Inequality** - While there are no direct implications arising directly as a result of this report, equalities implications will be taken into account when implementing certain mitigations.



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- 4.2. **Financial** - While there are no direct implications arising directly as a result of this report financial implications will be taken into account when implementing certain mitigations.
- 4.3. **Workforce** - There are no workforce implications arising directly as a result of this report.
- 4.4. **Legal** - There are no legal implications arising directly as a result of this report.
- 4.5. **Covid-19** - There are no Covid-19 implications arising directly from the report, however the strategic risks have been reviewed to reflect the Partnership's response to the pandemic.
- 4.6. **Unpaid Carers** - There are no unpaid carers implications arising directly from this report.
- 4.7. **Other** - There are no direct implications arising directly as a result 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 2022-2025.

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.