



## INTEGRATION JOINT BOARD

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| <b>Date of Meeting</b>                  | 24 <sup>th</sup> September 2024  |
| <b>Report Title</b>                     | Strategic Risk Register  |
| <b>Report Number</b>                    | HSCP24.058   |
| <b>Lead Officer</b>                     | Fiona Mitchelhill, Chief Officer   |
| <b>Report Author Details</b>            | Name: Martin Allan<br>Job Title: Business, Resilience and Communications Lead<br>Email Address: martin.allan3@nhs.scot   |
| <b>Consultation Checklist Completed</b> | Yes  |
| <b>Directions Required</b>              | No   |
| <b>Exempt</b>                           | No   |
| <b>Appendices</b>                       | a. Strategic Risk Register   |
| <b>Terms of Reference</b>               | The Strategic Risk Register provides the IJB with assurance that it is able to deliver the organisation's strategic objectives and goals, therefore it covers all of the IJB's terms of reference. |

### 1. Purpose of the Report

- 1.1. To present to the Integrated Joint Board (IJB) an updated version of the Strategic Risk Register (SRR).

### 2. Recommendations

- 2.1. It is recommended that the IJB:  
Approve the revised Strategic Risk Register as detailed in the Appendix to the report.



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### 3. Strategic Plan Context

- 3.1. Ensuring a robust and effective risk management process will help the Aberdeen City Health and Social Care Partnership (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.

### 4. Summary of Key Information

- 4.1. 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.
- 4.2. The Senior Leadership Team reviews the SRR in light of their experiences and insight into key issues, including commissioning risk, and recommends the updated version to the Risk, Audit and Performance Committee (RAPC) for formal review (twice a year) and an annual review by the IJB.
- 4.3. Since the SRR was last submitted to the RAPC in April, 2024, the document has been updated and considered by the Partnership's Senior Leadership Team (SLT). The updates are undertaken by the Business, Resilience and Communications Lead meeting with the risk owners to look at any movement or changes to the risk, its controls, mitigating actions, and assurances.
- 4.4. The main changes to the SRR during this process have been: Details on controls, mitigating actions, assurances and gaps in assurance added to the social care commissioning risk (Risk 1). In relation to Risk 2 around financial failure, the Partnership's Senior Leadership Team (SLT) have been working



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over recent months to identify savings to address the previously indicated £20 million budget gap. The results of this work has identified £17million of savings to be progressed in-year, which has reduced the potential overspend. SLT had increased the risk from High to Very High to reflect the financial position in May/June 2024, however due to the planned mitigations this has helped to control the risk and therefore it has been reduced back to High risk. In relation to Risk 4, to include the addition of the Governance Dashboard in gaps in assurance and the movement of locality planning details to Risk 6. Work has been undertaken to add the closer working relationship with Aberdeen City Health Determinants Research Collaborative (HDRC) to Risk 5. In relation to Risk 6, details on the recruitment of Service representatives to the IJB have been added.

- 4.5. SLT have also drafted a new strategic risk (Risk 8). This is in relation to-a risk that buildings across the City, operated by, or overseen by, the IJB/ACHSCP are not being used to maximum efficiency and are not in line with statutory/regulatory requirements.
- 4.6. RAPC at its meeting in December, 2024 will also consider the IJB's Risk Appetite Statement (after the mid point of the financial year), as agreed by the IJB at its workshop in January 2024.
- 4.7. It is proposed that the IJB session on the 29<sup>th</sup> of October, 2024 be used to allow IJB members to review the Risk Appetite Statement ahead of finalising a version for the RAPC to consider at its meeting in December.
- 4.8. The revised SRR is attached as the Appendix to this report.

### 5. Implications for IJB

#### 5.1. Equalities, Fairer Scotland and Health Inequality

While there are no direct implications arising as a result of this report, equalities implications will be taken into account when implementing certain mitigations.

#### 5.2. Financial

While there are no direct implications arising as a result of this report financial implications will be taken into account when implementing certain mitigations.



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### 5.3. Workforce

There are no workforce implications arising directly as a result of this report.

### 5.4. Legal

There are no legal implications arising directly as a result of this report.

### 5.5. Unpaid Carers

There are no unpaid carers implications arising directly from this report.

### 5.6. Information Governance

There are no information governance implications arising directly from this report.

### 5.7. Environmental Impacts

There are no environmental impacts arising directly from this report.

### 5.8. Sustainability

There are no sustainability impacts arising directly from this report.

### 5.9. Other

There are no other direct implications arising directly as a result of this report.



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### **6. Management of Risk**

#### **6.1. Identified risks(s)**

Please see attached Strategic Risk Register

#### **6.2. Link to risks on strategic or operational risk register:**

All risks as captured on the strategic risk register.