



INTEGRATION JOINT BOARD

Date of Meeting	12.02.2019
Report Title	Strategic Risk Review
Report Number	HSCP.18.0129
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Consultation Checklist Completed	Yes
Appendices	a. Strategic Risk Register b. Risk Appetite Statement

1. Purpose of the Report

- 1.1. To present the Audit & Performance Systems (APS) Committee with the latest version of the Aberdeen City Health & Social Care Partnership's (ACHSCP) strategic risk register for an in-depth review of items 1, 2 & 3.

2. Recommendations

- 2.1. It is recommended that the Audit & Performance Systems Committee:
- a) Approve and provide comment on the revised risk register, as at Appendix A.
 - b) Undertake an in-depth review of 1, 2 & 3 within the strategic risk register at appendix A.
 - c) Approve and provide comment on the revised risk appetite statement, as at Appendix B.



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3. Summary of Key Information

Revised Strategic Risk Register

- 3.1. The strategic risk register has been reviewed by the risk owners and updates provided on each risk contained within it.
- 3.2. Key changes to the strategic risk register in this version include:
 - a) Including the IJB risk assessment matrices as an appendix to the strategic risk register for ease of reference. This is the NHS Scotland Core Risk Assessment Matrix, as outlined in appendix 6 of the Board Assurance and Escalation Framework.
 - b) Re-combining risk 1a and 1b and revising the description of the risk to read: *“There is a risk that if there is not sufficient capacity in the market, that we fail to deliver on our duty to provide the services outlined in the integration scheme”*
 - c) Adding an additional risk (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”. This new risk was approved by the Integration Joint Board at its meeting on 22 January 2019.

In-Depth Review of Risks 1, 2 & 3

- 3.3. At the meeting of the APS Committee on 11 September 2019, the Committee agreed *“to monitor three risks within the strategic risk register at each Committee meeting up until the next review period, and to treat the register as a living document”*.
- 3.4. It is recommended that the APS Committee undertakes an in-depth review of risk 1, 2 & 3.

Review of Risk 1

- 3.5. A recent example of working in partnership with local care at home providers was during the transfer of care packages previously provided by Allied Healthcare with reasonably short notice. Most of the packages were absorbed by local providers within the Care at Home Framework, with only a small proportion being absorbed by Bon Accord Care as



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provider of last resort. We recognise that in order to strengthen the market, and to ensure we achieve our ambitions within the strategic plan, we need to work in partnership with providers. We will start with bimonthly providers meetings, with all providers coming together in one room with us to discuss our collective current challenges and opportunities. This will allow us to consider challenges for the future and how we collectively equip ourselves to meet these needs - market facilitation. We will also be preparing to tender the care at home contract and will work with teams and providers to ensure that this is fit for purpose, and meets the needs of the population.

Review of Risk 2

- 3.6. There continues to be a risk of demand outstripping the available budget for Health and Social Care services within Aberdeen City. Some of this demand we only have limited control of and is dependant on the frailty and health of the adult population within Aberdeen. Previously, the IJB has shown good progress in managing the level of demand within the financial resources available to it. Prevention and self-management are recognised as priorities by the IJB. However, demand is starting to increase particularly for clients seeking support for complex disabilities. The next review of demand and finances will come in the update to the Medium Term Financial Strategy.

Review of Risk 3

- 3.7. Hosted services have been on the risk register since the inception of the IJB. Work continues at a chief officer level to further develop the assurances required that the hosted services are working effectively and to consider the strategic planning for these services collaboratively across the three areas.

Revised Risk Appetite Statement

- 3.8. Members of the Integration Joint Board considered the risk appetite statement during a development workshop on the 24th of April 2018. They recommended several revisions, which are included in the risk appetite statement at appendix A.
- 3.9. The review of the risk appetite statement included re-formatting the dimensions of risk and corresponding risk appetite into a table. When reformatted, it became apparent that there was not a corresponding risk appetite for “risks relating to commissioning and hosted services”.
- 3.10. This is now included and the IJB requested that this draft version is presented to the APS committee for approval.



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Further Development Work

3.11. It is proposed that the format of the reporting of risk in the Partnership be looked at and reviewed. The Chief Officer has held discussions with the Risk Management Adviser in NHSG and it is proposed that the previously approved Risk Management Policy (agreed by the 3 IJB's, the 3 Local Authorities and NHSG) be reviewed. This review will help shape the future format of the Risk Register. It is also proposed that a revised process to reviewing all risks on the current Operational Risk Register be undertaken to be linked to the refreshed Strategic Objectives.

4. Implications for IJB

- 4.1. Equalities** – 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
- 4.2. Fairer Scotland Duty** – while there are no direct implications arising directly as a result 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 as a result of this report financial implications will be taken into account when implementing certain mitigations.
- 4.4. Workforce** - there are no direct implications arising directly as a result of this report.
- 4.5. Legal** - there are no direct implications arising directly as a result of this report.
- 4.6. 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.



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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.