

Agenda Item 4

Strategic Risk Register



Falkirk Integration Joint Board Audit Committee

3 December 2021

Strategic Risk Register

For Consideration and Comment

1. Executive Summary

- 1.1 This paper provides an update on the IJB's strategic risk register.
- 1.2 No new risks have been added to the register since the last version presented to the Audit Committee on 24 September 2021. However there has been a change in risk 4 "*capacity and infrastructure*" from medium to high.
- 1.3 As a result, there are currently 9 live risks recorded in the register, 8 are currently considered as high risk and 1 as medium risk.

2. Recommendations

The Audit Committee is asked to:

- 2.1 Consider and comment on the high-level summary of the strategic risk register presented at section 4.1.
- 2.2 Note the significant operational pressures that continue to be experienced across the whole Health and Social Care system, particularly in relation to risk 8 "*resilience and business continuity*" and the knock-on effect this has to risk 4 "*capacity and infrastructure*" which has been increased from medium to high.
- 2.3 Note that work to revise the format and content of the detailed strategic risk register has recommenced. In addition, a risk management action plan is currently being developed in response to the outcome of the internal audit review of the IJB's risk management arrangements. This will be brought back to the next meeting for approval.

3. Background

- 3.1 Effective risk management is a fundamental aspect of good corporate governance and plays a key role in supporting delivery of the IJB's strategic plan and associated priorities.
- 3.2 The IJB is responsible for implementing a governance framework and system of internal control which is designed to identify, respond to and manage risk. Material risks which cannot be mitigated to an acceptable level

are included in and monitored as part of the IJB's strategic risk register.

- 3.3 The strategic risk register is routinely reviewed and updated by the Leadership Group and Audit Committee on a quarterly basis and is presented to the IJB biannually.

4. Strategic Risk Register

- 4.1 9 active strategic risks have been identified for 2021/22 at this stage (8 are considered as high risk and 1 as medium risk) as summarised in the table below

Risk Heading	Lead Officer(s)	Current Risk (with controls)	Target Risk (after actions)	Last Reviewed	Change
1. Funding and /or demographic pressures	Chief Finance Officer	High	High	Sept 2021	↔
2. Governance arrangements	Chief Officer	Medium	Medium	Sept 2021	↔
3. Partnerships	Heads of Integration/Senior Service Manager	High	Low	Sept 2021	↔
4. Capacity and infrastructure	Chief Officer Heads of HR	High	Low	Sept 2021	↑
5. Assurance	Senior Service Manager/Medical Director/CSWO	High	High	Sept 2021	↔
6. Commissioning	Heads of Integration/ Head of Procurement, Housing & Property	High	Low	Sept 2021	↔
7. Whole Systems Transformation	Director of Acute Services/Heads of Integration	High	Low	Sept 2021	↔
8. Resilience & Business Continuity	Heads of Integration/Chief Finance Officer	High	Medium	Sept 2021	↔
9. Primary Care	General Manager (primary care)	High	High	Sept 2021	↔

Risk Categories	Delivery of Strategic Plan (Risks 1-4)					
	Performance, Oversight & Quality Control (Risks 5-6)					
	Specific High Level Risks (Risks 7-9)					
Risk Rating Key	no change	↔	reduced	↓	increased	↑

4.2 Risk 4 “*capacity and infrastructure*” has been increased from medium to high as a consequence of the significant operational service pressures that continue to be experienced across our local health and social care system. This reflects the impact of the pandemic and associated emerging concerns relating to:

- Ongoing service disruption which is becoming increasingly reliant on the need for senior staff to help support frontline care provision to ensure core services are maintained safely (reducing capacity to deal with management and strategic level duties);
- Protracted lead in times to recruit staff as a result of local HR policies and processes. For example the time taken to complete pre-employment checks and the impact of differing notice periods (particularly in relation to local NHS employment contracts which mean staff can leave within 4 weeks, but replacement can take up to 3 to 6 months as notice periods are more stringent in other NHS board areas).
- Employee health and wellbeing and work-life balance is also a key concern as our staff continually go above and beyond to support our patients and service users. Many staff continue to work overtime and forgo annual leave which is not sustainable in the longer term.
- Increasing requests for local and national data collection and various reports which places further administrative burden on services.
- Lack of formal arrangements with partners for the provision of adequate and equitable corporate support functions to the IJB (particularly in relation to procurement, planning, performance, admin and programme management).

4.3 Key actions to mitigate risk and increase capacity are outlined below:

- Introduction of a fast track recruitment process by NHS Forth Valley for applications to the staff bank.
- Expanding our recruitment campaigns to reach a wider audience through use of social media, online recruitment platforms outwith the public sector and local press.
- Additional admin resource has been secured for each locality until the end of the financial year from Falkirk Council’s Customer and Business Support team.
- The Scottish Government has issued funding to support the health and wellbeing of all health and social care staff. Proposals for the use of the funding are currently being developed in conjunction with staff and independent contractors/providers.

- The review of the Integration Scheme will consider the need for more formal arrangements with partners in relation to corporate support functions.
- Encouraging staff to take annual leave.
- Additional temporary staff from NHS Forth Valley's staff bank have been secured to support Home Care services.
- Supporting social care Providers to increase their workforce and enhance productivity by working collaboratively to identify more efficient geographical runs and walking runs which enables non-drivers, or staff with no access to a vehicle, to be employed.
- Consideration of alternative ways of working to increase capacity, including equipment and training to enable single handed carers to work more effectively and the potential for aspects of "social support" to be provided by the third sector.
- Utilising our share of £300m national funding package recently announced by the Scottish Government to support services over the winter period and to provide longer term improvement in service capacity across our health and social care system.

4.4 Work to improve the layout and content of the detailed strategic risk register has restarted and will incorporate the recommendations of the recent internal audit review of the IJB's risk management framework. An action plan is currently being developed in response to the internal audit review findings, this is expected to be complete by end December and will be presented at the next meeting for approval.

5. Conclusions

5.1 9 active strategic risks have been identified for 2021/22 at this stage. These will continue to be subject to regular review as part of the IJB's risk management framework.

Resource Implications

There are no specific resource implications arising from this report. However, it is recognised that the ability to successfully incorporate risk management policies and procedures across the IJB is reliant on the provision of specific support from both Partners in line with the requirements of the Integration scheme.

Impact on IJB Outcomes and Priorities

The ability to effectively respond to and manage risk is critical to the achievement of IJB outcomes and priorities.

Legal & Risk Implications

There are a number of legal and risk implications relating to:

- the potential adverse impact on achievement of the IJB's strategic plan and associated priorities if an effective risk management strategy is not embedded across the organisation
- the ability to meet the requirements of the integration scheme
- Corporate assurance that risks are being managed effectively
- potential financial, operational, and reputational risks to the IJB, Falkirk Council and NHS Forth Valley.

Consultation

The Strategic Risk Register has been developed in consultation with the Senior Leadership Team, IJB Audit Committee, Falkirk Council and NHS Forth Valley.

Equalities Assessment

N/A

6. Report Author

Jillian Thomson, Chief Finance Officer

7. List of Background Papers

N/A

8. Appendices

N/A