

REPORT

Item No: _____

SUBJECT:	Risk Management
TO:	Integration Joint Board Sub Committee
Lead Officer for Report:	Ross McGuffie, Interim Chief Officer
Author(s) of Report	Interim Head of Planning, Performance and Quality Assurance
DATE:	07.02.19

1. PURPOSE OF REPORT

This paper is coming to the IJB Sub Committee

For approval	<input checked="" type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input type="checkbox"/>
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2. ROUTE TO THE IJB Sub Committee

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input type="checkbox"/>
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2.1 The paper was prepared by the Interim Head of Planning, Performance and Quality Assurance and reviewed at the Core Team meeting.

3. RECOMMENDATIONS

3.1 The IJB Sub Committee is asked to;

- Approve the content of the report

4. BACKGROUND/SUMMARY OF KEY ISSUES

4.0.1 Following a risk workshop in May 2018, an updated protocol was agreed for the IJB register that will see recurring risks, such as financial pressures, being set up on an annual basis. Due to this, a number of risks have commenced as high or very high and will be reviewed regularly throughout the year until there is confidence that they have been mitigated.

4.0.2 We would therefore aim to see a reducing risk profiles over the course of the financial year.

4.1 New, closed or emerging risks and current risk profile

4.1.1 There has been one new risk identified since the last update in January, with Brexit identified as a risk at the IJB meeting.

HSCNL ID	Description of Risk	Risk Owner	Risk level (current)	Risk level (Tolerance)	Key actions	Assurance Source
IJB20	Brexit	Ross McGuffie	4VHIGH	2MED	1. Participation in NLC & NHSL resilience arrangements 2. H&SCP workshops organised to take place in Feb and March 19 3. Silver command group to be formed for H&SCP from Feb 19	SLT, IJB

4.1.2 The current risk profile and scoring template are set out below:

Likelihood	Impact				
	1 -Negligible	2 -Minor	3 -Moderate	4 -Major	5 -Extreme
5 - Almost certain	5 Medium	10 High	15 High	20 Very high	25 Very high
4 - Likely	4 Low	8 Medium	12 High	16 Very high	20 Very high
3 - Possible	3 Low	6 Medium	9 Medium	12 High	15 High
2 - Unlikely	2 Low	4 Low	6 Medium	8 Medium	10 High
1 - Rare	1 Low	2 Low	3 Low	4 Medium	5 Medium

Risk Score	Number of Risks
Low (1-3)	1
Moderate (4-9)	7
High (10-15)	6
Very High (16+)	3

4.2 Very High Graded Risks

4.2.1 Following meetings to jointly review risks across the range of registers in place within health (e.g. corporate, acute, North and South), two risks have been identified as very high, ensuring consistency of reporting with South and the Corporate register.

HSCNL ID	Description of Risk	Risk Owner	Risk level (current)	Risk level (Tolerance)	Key actions	Assurance Source
IJB9	Availability of GPs	Ross McGuffie	4VHIGH	2MED	1. GP clusters 2. Sustainability Assessment Framework 3. Engagement with LMC 4. Contingency planning within Primary Care administration dept 5. Primary Care Strategy Board and Primary Care Transformation Board 6. GP recruitment and retention fund 7. Implementation of GMS contract '18	SLT, IJB

HSCNL ID	Description of Risk	Risk Owner	Risk level (current)	Risk level (Tolerance)	Key actions	Assurance Source
IJB11	Prescribing costs	Ross McGuffie	4VHIGH	2MED	<ol style="list-style-type: none"> 1. PQEP Programme 2. Review of Prescribing Management Board functions and membership 3. Deputy Lead Pharmacist joining H&SCP Senior Leadership Team 4. Locality Prescribing Action Groups 5. Continuation of Scriptswitch 6. Locality Pharmacist input 7. Increase in earmarked reserves 	SLT, IJB Sub, IJB

4.2.2 These risks will be reviewed at least monthly, with mitigating actions being coordinated via the Primary Care Strategy Board and Primary Care Transformation Fund Board, Prescribing Quality & Efficiency Plan and Health and Social Care North Lanarkshire Resource Planning Group.

4.3 High Graded Risks and Risks Exceeding Tolerance

4.3.1 From the 14 risks identified, six have an assessed level of risk as high, and a further four have an assessed level of risk higher than the tolerance set. Members are asked to focus on the key actions identified to ensure mitigation to tolerance level.

HSCNL ID	Description of Risk	Risk Owner	Risk level (current)	Risk level (Tolerance)	Key actions	Assurance Source
IJB2	Future budget settlements	Ross McGuffie	3HIGH	2MED	<ol style="list-style-type: none"> 1. IJB Sub Committee 2. HSCP Budget monitoring meetings 3. Budget monitoring and oversight 4. Prescribing Action Plans 5. Capacity plans to maximise efficiency 6. Regular budget meetings with Chief Executives and Directors of Finance 7. Longer-term financial projections in development 8. Involvement in NLC Sounding Board process 	SLT, IJB Sub, IJB
IJB10	Sustainability of Carer Support Services in 2017/18	Ross McGuffie	3HIGH	1LOW	<ol style="list-style-type: none"> 1. NL Carers Strategy Implementation Group 2. Working Group for roll out of Carers Act formed 3. NL reps on key national working groups for Carers Act 4. Carer representation on key strategic groups 5. Funding secured to extend contracts for Lanarkshire Carers Centre and NL Carers Together until Nov 18 6. Commissioning process for carer support underway 	SLT, IJB

HSCNL ID	Description of Risk	Risk Owner	Risk level (current)	Risk level (Tolerance)	Key actions	Assurance Source
					<ul style="list-style-type: none"> 7. Staff training on Act and new processes 8. Discussions ongoing around GP LES for Carer support 9. Pan Lanarkshire review of support for carers commenced 10. Reviewing wider supports available for carers with VANL and senior officers 	
IJB13	External factors impacting on deliverability of Strategic Plan	Ross McGuffie	3HIGH	1LOW	<ul style="list-style-type: none"> 1. Joint Strategic Needs Assessment 2. Locality Profiles 3. Strategic Planning Group 4. Communication and engagement strategy 6. P4C User and Carer Forum 7. User/carer representation on partnership boards 8. Use of PPF and Community Forums 9. Locality engagement events 10. Commissioning Plan Programme Board and workstreams 11. Involvement in Community Planning Partnership 	SLT, IJB Sub, IJB
IJB12	In-year budget pressures	Ross McGuffie	3HIGH	2MED	<ul style="list-style-type: none"> 1. IJB Sub Committee 2. HSCP Budget monitoring meetings 3. Budget monitoring and oversight 4. PQEP Programme 5. Capacity plans to maximise efficiency 6. Balanced budget for 2018/19 agreed 7. Longer term financial projections in development 8. SWEG, ARG groups and Home Support monitoring in place 	SLT, IJB Sub, IJB
IJB18	Out of Hours sustainability	Ross McGuffie	3HIGH	2MED	<ul style="list-style-type: none"> 1. Review of pay rates 2. New Service business continuity plan 3. Monitoring of performance against key QIs through NHSL CMT 4. Liaison Nursing for Mental Health and Paediatrics 5. Advanced Practitioners for Nursing and Paramedics 6. PC Strategy Board 7. Primary Care Improvement Plan 	SLT, IJB
IJB 19	'Big 6' performance	Ross McGuffie	3HIGH		<ul style="list-style-type: none"> 1. Oversight at IJB Sub-Committee 2. Quarterly national performance reporting 3. Reviewed weekly at NHSL CMT (UC and DD) 4. Pan Lanarkshire Unscheduled Care Delayed Discharge Board 5. Whole system action plans in place, 	SLT, IJB

HSCNL ID	Description of Risk	Risk Owner	Risk level (current)	Risk level (Tolerance)	Key actions	Assurance Source
					with associated trajectories 6. National ISD exercise to ensure all partnerships record correctly	
IJB14	Internal factors impacting on deliverability of 18/19 Intentions	Ross McGuffie	2MED	1LOW	1. Strategic Commissioning Plan Programme Board 2. Full implementation plans agreed 3. Implementation structure in place 4. Agreement to fund additional project management/implementation posts in 18/19 and 19/20 5. Regular oversight at IJB Sub-Committee	SLT, IJB Sub, IJB
IJB15	Operational oversight	Ross McGuffie	2MED	1LOW	1. IJB Sub-Committee 2. H&SCP Performance Framework 3. Support, Care and Clinical Governance reporting 4. Quarterly performance reviews 5. Review of performance reporting in line with ISRB structures	SLT, IJB Sub, IJB
IJB16	Third Sector sustainability	Ross McGuffie	2MED	1LOW	1. IJB Sub-Committee 2. H&SCP Performance Framework 3. Support, Care and Clinical Governance reporting 4. Quarterly performance reviews 5. Review of performance reporting in line with ISRB structures	SLT, IJB Sub, IJB
IJB17	GDPR	Ross McGuffie	2MED	1LOW	1. IT solutions 2. Encryption of all laptops and remote access 3. Staff training 4. Information Sharing Agreements 5. Reporting mechanism in place for any breaches 6. Monitoring of policy compliance and breaches via Support, Care and Clinical Governance Committee and Senior Leadership Team 7. NLC Data Protection Officer identified as DPO for the IJB 8. IJB participation in NRS records keeper sessions 9. Operational Policies	SLT, IJB Sub, IJB

4.3.2 Risks within this category are reviewed at least every 2-3 months.

5. CONCLUSIONS

- 5.1 The IJB Risk Register continues to be reviewed in line with the risk processes of the partner organisations.
- 5.2 Within health, there has been a significant review of the level three operational register, moving to one joint risk register for all six Localities.
- 5.3 Work is ongoing to finalise the social work operational risk register and following meetings with the corporate leads, a similar structure to that of the health noted in 5.2 has been agreed.
- 5.4 A collaborative exercise has commenced with H&SCNL, NHS Lanarkshire and the South Lanarkshire IJB with the aim of finalising:
- An agreed process for identifying, assessing and mitigating risks that affect more than 1 partner, including visibility on the respective risk registers
 - A considered and agreed approach that will provide the necessary assurance on the risk management systems and processes across the NHSL Audit Committee, North and South IJB Sub-Committees
 - Reviewed and updated NHSL, North & South IJB Risk Management Strategies that reflects agreed improvements for approval by the respective Boards.
- 5.5 An initial exercise to review five key shared risks as a test of the new approach has been completed, with further work now taking place to finalise the overall approach.

6. IMPLICATIONS

6.1 NATIONAL OUTCOMES

The risk management strategy will assist the identification, recording and mitigation of risks, thereby supporting the achievement of organisational outcomes by prioritising and managing risks which may threaten them.

6.2 ASSOCIATED MEASURE(S)

No further measures.

6.3 FINANCIAL

The risk management strategy will support the identification, prioritisation and management of risks which may threaten financial balance and governance.

6.4 PEOPLE

The risk management strategy will support the identification, prioritisation and management of risks which may threaten the safety of staff and patients/service users.

6.5 INEQUALITIES

The risk management strategy will support the identification, prioritisation and management of risks which may impact on inequality.

7. BACKGROUND PAPERS

Nil

8. APPENDICES

Appendix 1: IJB Risk Register



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CHIEF ACCOUNTABLE OFFICER (or Depute)

Members seeking further information about any aspect of this report, please contact Ross McGuffie on telephone number 01698 858 119.

IJB ID	Category	Opened Date	Description of Risk	Risk level (initial)	Mitigating Controls	Risk level (current)	Risk level (Target)	Risk Owner	Risk Register Lead	Assurance Source	Review Date	Closed Date
IJB2	Financial Strategic	02/11/2016	There is a risk that the IJB will be unable to enact the Strategic Commissioning intentions because of budget reductions or late Scottish Government financial settlement, leading to a failure to achieve the desired strategic aims and an impact on service delivery.	4VHIGH	<ol style="list-style-type: none"> 1. IJB Sub Committee 2. HSCP Budget monitoring meetings 3. Budget monitoring and oversight 4. Prescribing Action Plans 5. Capacity plans to maximise efficiency 6. Regular budget meetings with Chief Executives and Directors of Finance 7. Longer-term financial projections in development 	3HIGH	2MED	CAO	CAO	SLT, IJB Sub, IJB	28.02.19	
IJB4	Financial Operational	02/11/2016	There is a risk that NHSL or NLC are unable or unwilling to implement the directions for service delivery from the IJB because of a range of pressures such as workforce or finance, leading to a failure to achieve the desired strategic aims.	3HIGH	<ol style="list-style-type: none"> 1. IJB Sub Committee 2. HSCP Budget monitoring meetings 3. Budget monitoring and oversight 4. Support, Care and Clinical Governance committee 5. Workforce Plan 6. Consultation with partners on directions 7. Directions tracker and updates to both partners after each IJB Committee 	2MED	2MED	CAO	CAO	SLT, IJB Sub, IJB	30.06.19	
IJB5	Strategic Reputational	02/11/2016	There is a risk that the Strategic Commissioning Plan is unable to meet its desired aims because of an inability to enact genuine culture change in the North Lanarkshire population, leading to continued reliance on unscheduled services and continued service pressures.	3HIGH	<ol style="list-style-type: none"> 1. Communication and Engagement Strategy 2. Strategic Planning Group used to gain wide engagement on messages 3. User and Carer Forum 4. Partnership Boards - user and carers represented 5. Use of PPF and Community Forums 	2MED	2MED	CAO	CAO	SLT, IJB Sub, IJB	30.06.19	
IJB6	Financial Reputational	02/11/2016	There is a risk that the IJB is unable to prevent and detect fraud and corruption within services because of inadequate governance and systems, leading to financial and reputational damage.	2MED	<ol style="list-style-type: none"> 1. Fraud awareness e-learning 2. National Fraud initiative 3. Locality/SW Enablement Groups 4. Segregation of duties in relation to authorising and processing direct payments 5. Raise fraud awareness through team briefings 6. Whistle blowing policies 7. Procurement and Standing Financial Instructions presentations at Extended SLT 8. Procurement processes and standing orders 9. Oversight via NLC Audit and Scrutiny Panel and NHSL Audit Committee 	1LOW	1LOW	CAO	CAO	SLT, IJB sub, IJB	01.12.19	
IJB7	Financial Operational	02/11/2016	There is a risk that the Strategic Commissioning Plan will be unable to fully mitigate rising demand because of demographic change, leading to an impact on the quality and accessibility of health and care services and a failure to achieve the desired strategic aims.	3HIGH	<ol style="list-style-type: none"> 1. Joint Strategic Needs Assessment 2. Performance, Scrutiny and Assurance Sub-Committee 3. Strategic Planning Group 4. Locality engagement sessions 5. Partnership Boards 6. Implementation of ISRB report 7. Move towards preventative and anticipatory approaches (IPAC) 	2MED	2MED	CAO	CAO	SLT, Finance and audit sub, PS&A Sub, IJB	30.06.19	
IJB9	Strategic	18/11/2016	There is a risk that the Strategic Commissioning Plan is unable to be enacted because of a lack of availability of GPs leading to a lack of continuity in medical provision within communities, including community hospital provision, and a significant impact on the developments around Locality Modelling.	4VHIGH	<ol style="list-style-type: none"> 1. GP clusters to support more collaborative ways of working 2. Implementing a Sustainability Assessment Framework 3. Engagement with LMC 4. Contingency planning within Primary Care administration dept 5. Primary Care Strategy Board and Primary Care Transformation Board to identify new ways of working including extended roles of other clinicians (e.g. Pharmacists, Nurses) through the PCIP 6. GP recruitment and retention fund from Scottish Government to enable local solutions to local problems over 2 financial years 7. Implementation of GMS contract 2018 8. New abbreviated procurement process approved and in place 9. Executive group established to highlight and enact potential solutions 10. Community bed modelling plan 	4VHIGH	2MED	CAO	CAO	SLT, IJB	28.02.19	

IJB ID	Category	Opened Date	Description of Risk	Risk level (initial)	Mitigating Controls	Risk level (current)	Risk level (Target)	Risk Owner	Risk Register Lead	Assurance Source	Review Date	Closed Date
IJB10	Financial Strategic Reputational	24.01.17	There is a risk that the Carers (Scotland) Act is unable to be implemented in full because of pressures on funding, increasing demand, operational capacity and instability of local carer support organisations, leading to insufficient support for carers in North Lanarkshire and an impact on the balance of care.	3HIGH	<ol style="list-style-type: none"> 1. Planning within NL Carers Strategy Implementation Group 2. Working Group for roll out of Carers Act formed 3. NL reps on key national working groups for Carers Act 4. Carer representation on key strategic groups 5. Funding secured to extend contracts for Lanarkshire Carers Centre and NL Carers Together until Nov 18 6. Commissioning process for carer support underway 7. Staff training on Act and new processes 8. Discussions ongoing around GP LES for Carer support 9. Pan Lanarkshire review of support for carers commenced 10. Reviewing wider supports available for carers with VANL and senior officers 	3HIGH	1LOW	CAO	CAO	SLT, IJB	30.04.19	
IJB11	Financial Operational	24.04.18	There is a risk that the Strategic Commissioning Plan is unable to be enacted in full because of escalating prescribing costs leading to a lack of available finance to implement the desired model and an impact on service quality.	3HIGH	<ol style="list-style-type: none"> 1. PQEP Programme 2. Review of Prescribing Management Board functions and membership 3. Deputy Lead Pharmacist joining H&SCP Senior Leadership Team 4. Locality Prescribing Action Groups 5. Continuation of Scriptswitch 6. Locality Pharmacist input 7. Increase in earmarked reserves 	4VHIGH	2MED	CAO	CAO	SLT, IJB	28.02.19	
IJB 12	Financial Strategic Reputational	07.05.18	There is a risk that health and social care services will not be delivered by NHSL or NLC in line with the strategic commissioning plan because of in year budget pressures, leading to an impact on the quality of services and overall deliverability of the plan.	4VHIGH	<ol style="list-style-type: none"> 1. IJB Sub Committee 2. HSCP Budget monitoring meetings 3. Budegt monitoring and oversight 4. PQEP Programme 5. Capacity plans to maximise efficiency 6. Balanced budget for 2018/19 has been agreed 7. Longer term financial projections in development 8. SWEG, ARG groups and Home Support monitoring in place 	3HIGH	2MED	CAO	CAO	SLT, IJB Sub, IJB	30.04.19	
IJB13	Strategic	07.05.18	There is a risk that the aims of the partnership's ten-year Strategic Plan are unable to be met because of a range of factors such as the impact of welfare reform, rejection by the North Lanarkshire public or failing to take into account true needs, leading to a failure to achieve the desired strategic aims.	3HIGH	<ol style="list-style-type: none"> 1. Joint Strategic Needs Assessment 2. Locality Profiles 3. Strategic Planning Group fully engaged in development of plan 4. Communication and engagement strategy 6. P4C User and Carer Forum 7. User/carers representation on partnership boards 8. Use of PPF and Community Forums 9. Locality engagement events to ensure frontline staff and users/carers involved 10. Commissioning Plan Programme Board and workstreams 11. Involvement in Community Planning Partnership 	3HIGH	1LOW	CAO	CAO	SLT, IJB Sub, IJB	30.04.19	
IJB14	Strategic Operational	07.05.18	There is a risk that the partnership is unable to implement the commissioning intentions agreed for delivery in 2018/19 because of competing operational and professional pressures, leading to a failure to achieve the desired strategic aims.	2MED	<ol style="list-style-type: none"> 1. Strategic Commissioning Plan Programme Board 2. Full implementation plans agreed 3. Implementation structure in place 4. Agreement to fund additional project management/implementation posts in 18/19 and 19/20 5. Regular oversight at IJB Sub-Committee 	2MED	1LOW	CAO	CAO	SLT, IJB Sub, IJB	30.06.19	
IJB15	Strategic	07.05.18	There is a risk that the IJB is unable to provide adequate operational oversight because of insufficient operational and performance reporting, leading to a failure to mitigate operational performance deficits through the planning process.	2MED	<ol style="list-style-type: none"> 1. IJB Sub-Committee 2. H&SCP Performance Framework 3. Support, Care and Clinical Governance reporting 4. Quarterly performance reviews 5. Review of performance reporting in line with ISRB structures 	2MED	1LOW	CAO	CAO	SLT, IJB Sub, IJB	30.06.19	
IJB 16	Strategic Operational	07.05.18	There is a risk that Third Sector organisations in North Lanarkshire are vulnerable because of reductions in external funding available, leading to a reduction in available supports in North Lanarkshire communities and an increasing reliance on statutory services.	2MED	<ol style="list-style-type: none"> 1. Third Sector Interface represented on key strategic groups 2. H&SCP funding of third sector 3. Community Capacity Building and Carer Support infrastructure embedded in NL 4. Review of community capacity building 	2MED	1LOW	CAO	CAO	SLT, IJB Sub, IJB	30.06.19	

IJB ID	Category	Opened Date	Description of Risk	Risk level (initial)	Mitigating Controls	Risk level (current)	Risk level (Target)	Risk Owner	Risk Register Lead	Assurance Source	Review Date	Closed Date
IJB17	Reputational Operational	07.05.18	There is a risk of non-compliance with the General Data Protection Regulations (GDPR) because of system failure or human error, leading to adverse media impact, loss of public confidence and the potential for punitive fines.	2MED	<ol style="list-style-type: none"> IT solutions introduced where possible (e.g. Firewalls, withdrawal of portable memory sticks etc) Encryption of all laptops and remote access Staff training on information governance Information Sharing Agreement in place and update to reflect GDPR Reporting mechanism in place for any breaches Monitoring of policy compliance and breaches via Support, Care and Clinical Governance Committee and Senior Leadership Team NLC Data Protection Officer identified as DPO for the IJB IJB participation in NRS records keeper sessions - new records management policy to be in place by September 2018 Operational Policies around walk rounds, closure of buildings, disposal of furniture and equipment etc 	2MED	1LOW	CAO	CAO	SLT, IJB Sub, IJB	30.06.19	
IJB18	Strategic Operational Reputational	07.11.18	There is a risk that the 2 site model of delivery of an Out of Hours (OOH) service cannot be sustained because of national and local disengagement of salaried and sessional GMPs, leading to the potential to adversely impact on patient care, partner services including A&E, the national performance targets and the reputation of the partner agencies.	3HIGH	<ol style="list-style-type: none"> Short-term increase in pay rates for GPs New Service business continuity plan Monitoring of performance against key Qis through NHSL CMT Introduction of Liaison Nursing Service for Mental Health and Paediatrics Planned approach to develop Advanced Practitioners for Nursing and Paramedics GMS Sustainability monitored through PC Strategy Board (see risk IJB9) Primary Care Improvement Plan agreed 	3HIGH	1LOW	CAO	CAO	SLT, IJB Sub, IJB	30.04.19	
IJB19	Strategic Operational	07.11.18	There is a risk that the IJB is unable to reach targets around the 'big 6' performance measures because of a range of pressures including demographic change and budget pressures or the strategic plan not enacting the desired impact, leading to poor patient outcomes including greater hospital admissions, delayed discharges and increases in institutional care.	3HIGH	<ol style="list-style-type: none"> Oversight at IJB Sub-Committee Quarterly national reporting on performance Reviewed weekly at NHSL CMT (unscheduled care and delayed discharge) Pan Lanarkshire Unscheduled Care Delayed Discharge Board Whole system action plans in place, with associated trajectories National ISD exercise to ensure all partnerships record correctly 	3HIGH	1LOW	CAO	CAO	SLT, IJB Sub, IJB	30.04.19	
IJB20	Strategic Operational	07.02.19	There is a risk that the IJB is unable to enact the Strategic Plan because of the operational and financial challenges posed by Brexit, leading to a failure to achieve the desired strategic aims and an impact on service delivery.	4VHIGH	<ol style="list-style-type: none"> H&SCP fully participating in the NLC and NHSL resilience arrangements around Brexit H&SCP workshops organised to take place in Feb and March 19 'Silver command' group to be formed for H&SCP from Feb 19 	4VHIGH	2MED	CAO	CAO	SLT, IJB, IJB Sub	28.02.19	