



## **Integration Joint Board**

**Date of Meeting: 25 January 2023**

**Title of Report: Strategic Risk Register Review**

**Presented by: James Gow, Head of Finance and Transformation**

### **The Integration Joint Board is asked to:**

Note that the Strategic Risk Register has been reviewed by the Contingency, Risk and Resilience Committee in November 2022 and the Audit & Risk Committee in December 2022.

Review and approve the Strategic Risk Register.

Note that a Board Development session is planned for later in the year to facilitate a more detailed review of the Risk Register and Risk Appetite.

## **1. EXECUTIVE SUMMARY**

- 1.1 An important aspect of the HSCP approach to Risk Management is to regularly review the Strategic Risk Register. This report summarises the outcome of the recent reviews of the Strategic Risk Register

is an important aspect of management and governance arrangements. The Strategic Risk Register is scheduled to be reviewed by the IJB twice per year.

### 3. DETAIL OF REPORT

3.1 The Strategic Risk Register is used to identify risks and assess their perceived likelihood and impact. It is a dynamic document and is reviewed regularly. The current Strategic Risk Register is attached as appendix 1 and describes 23 strategic risks facing the HSCP and the table below summarises the perceived level of residual risk relating to these:

Residual Risks	Very High	High	Medium	Total
May 2021	2	9	9	20
December 2021	4	13	6	23
June 2022	4	14	6	24
December 2022	6	13	4	23

3.2

#### Financial Sustainability (SSR01)

The budget gap for next year is substantial and the most recent financial plan outlines a series of risks relating to funding, cost pressures and severe challenges relating to public funding more widely. Combined with the clawback of reserves, unfunded pay increases and the real terms cut in funding, this risk has increased despite the HSCP being in an improved financial position. The financial challenges facing both partners further exacerbates the risk.

#### Sustainability of Commissioned Service Providers (SSR7)

This risk remains very high as a number of service providers continue to struggle to recruit staff and provide the services they are being commissioned to deliver. Work is underway to try and provide additional financial support and change ways of working to mitigate the risk, particularly in relation to care at home services.

#### Workforce Recruitment and Retention (SSR10)

The HSCP continues to experience difficulty in recruiting staff to a wide variety of roles. Staffing resource is the main constraint on service delivery in many areas. This risk is considered to be both a local and a national issue and continuing industrial relations difficulties are likely to increase this risk further.

#### Business Continuity (SSR17)

At the current time it is proposed that bus  
his is for a variety of reasons beyond the control of the HSCP  
including:

- potential industrial action;
- high levels of occupancy in hospitals and care homes;
- potential impact of winter upon staff attendance and health of the population; and

potential for energy shortages and planned power outages.

overall consideration and management of strategic risk. For reference this risk is shown at the end of the Risk Register.

- 3.5 There has not been any formal update on the National Care Service programme which would enable further consideration of the implications and risk associated with this.
- 3.6 Risk management within the HSCP relies heavily upon processes and procedures within the partner organisations, particularly in respect of cyber security, data 85 Tm0 g4M CID 3 BDC gic n the302 risk

