

Meeting of South Ayrshire Health and Social Care Partnership	Integration Joint Board
Held on:	11th October 2023
Agenda Item:	14
Title:	South Ayrshire HSCP Strategic Risk Register
Summary:	
<p>The purpose of this report is to provide the Integration Joint Board with an updated Strategic Risk Register for noting, having been presented to Performance and Audit Committee on 3rd October 2023. Performance and Audit Committee agreed with the content of the report. This report provides assurance to the Committee that whilst there are currently 13 Strategic Risks these are managed, and mitigations are in place to address these.</p>	
Author:	Sheila Tyeson, Senior Manager
Recommendations:	
<p>It is recommended that the Integration Joint Board</p> <ul style="list-style-type: none"> i. Note the content of the HSCP Strategic Risk Register (Appendix 1) ii. Consider the new revised format of the Presentation for the HSCP Strategic Risk Register. iii. Note the actions as noted in 1.2 – 1.11 which were agreed at Performance and Audit Committee on 3rd October 2023. 	
Route to meeting:	
<p>The Strategic Risk Register was developed by HSCP Officers and agreed by the Integration Joint Board in May 2021. Performance and Audit Committee (PAC) receive regular updates on the agreed Strategic Risk associated with the delivery of the HSCP Strategic Plan. This report was presented and agreed by PAC on 3rd October 2023.</p>	
Implications:	
Financial	<input type="checkbox"/>
HR	<input type="checkbox"/>
Legal	<input type="checkbox"/>
Equalities	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>
Policy	<input type="checkbox"/>
ICT	<input type="checkbox"/>

South Ayrshire Health and Social Care Partnership Strategic Risk Register

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide the Integration Joint Board with an updated Strategic Risk Register for noting, having been presented to Performance and Audit Committee on 3rd October 2023. PAC agreed the content of this report. This report provides assurance to the Committee that whilst there are currently 13 Strategic Risks these are managed and mitigations are in place to address these.

2. RECOMMENDATION

2.1 It is recommended that the Integration Joint Board

- i. Note the content of the HSCP Strategic Risk Register (Appendix 1)**
- ii. Consider the new revised format of the Presentation for the HSCP Strategic Risk Register.**
- iii. Note the actions as noted in 1.2 – 1.11 which were agreed at Performance and Audit Committee on 3rd October 2023.**

3. BACKGROUND INFORMATION

- 3.1 South Ayrshire Health and Social Care Partnership Integration Joint Board agreed the inclusion of a Strategic Risk Register at its meeting May 2021. Since implementation the strategic risks have been managed with a number of mitigations moving to business as usual. Updates are agreed to be received six monthly to the Performance and Audit Committee for scrutiny and comment and taken to the IJB for further assurance when appropriate.
- 3.2 At present the information is held and updated in the Council's reporting system, Pentana. Reports for this are generated through the application when downloaded. It is the responsibility of accountable owners to ensure that the updates for each of their allocated/associated risks is updated.
- 3.3 The last iteration, prior to this update, of the Health and Social Care Partnership Strategic Risk Register was presented to the Performance and Audit Committee on 28th February 2023. It was noted at that meeting that the Strategic Risk Register detailed a number of target dates which required to be updated, along with updating Risk Owners where Officers has since left the service. It was also noted that where risks were assessed as being of higher strategic importance it would be of benefit that these were easily identifiable to ensure sufficient scrutiny was carried out.
- 3.4 It was noted that a number of target dates were negatively impacted on or extended to allow these to be achieved following the significant impact that Covid had on service delivery. In particular some of the disruption to the

administrative process arose from the following factors; updated guidance/procedures issued by the Scottish Government, Risk owners changing following a service review across Adult social care structure in the HSCP and investment to a Chief Social Work Officer led team along with some staffing pressures had resulted in a degree of lag with updating Pentana. These disruptions did not impact on the risks being managed effectively in practice and within the agreed mitigations, however the administration/recording did not wholly reflect this.

- 3.5 The updated report detailed in Appendix 1 (HSCP Strategic Risk Register) has presented at Performance and Audit Committee on 3rd October 2023 following a revision of the points detailed in 3.2. Furthermore, a review of how to present the information to allow members of the Risk and Resilience professional group and Performance and Audit Committee to be sighted on the risks with a focus on those which are deemed highest.
- 3.6 At the most recent Risk and Resilience meeting held on 7th September 2023 chaired by Tim Eltringham, Director, South Ayrshire Council's lead for Risk and Safety presented South Ayrshire Councils' Strategic Risk Register of which Adult and Child protection responsibilities are shared by both the IJB and the Council. At that meeting there was a constructive discussion on how the information was both shared and presented with agreement that to reduce duplication, prevent information being out of sync and mis presented it would be of benefit to adopt a shared approach to how this was presented.
- 3.7 This report is being piloted and presented in the new format, which is based on a MS Word document template, with the assurance that actions will be updated in Pentana once the reports have been agreed by Performance and Audit committee.

4. REPORT

- 4.1 Appendix 1 is being presented as the refreshed and updated HSCP Strategic Risk Register as agreed by risk owners. The format for presenting this mirrors the presentation style presented to South Ayrshire Council relevant committee's and cabinet by the Lead officer for Risk and Safety.

Protection

- 4.2 **Risk 1 (Adults and Child Protection)** previous proposed mitigation are moved to mitigations: No. 17, Fully implemented adult Services restructure; 18 – Learning reviews are fully implemented.
- 4.3 Target dates for proposed mitigations: Risk 1. Proposed mitigation 1 is extended to March 2024 in line with further Scottish Government Guidance relating to Drug Death taskforce. Risk 1. Proposed mitigation 2 target date is moved to June 2024 as training continues to be rolled out. Risk 1. Proposed mitigation 3 Target date extended to March 2024 to support improvements to be embedded to practice.

- 4.4 Under Protection: **Risk 2 (Climate Change and Sustainability)** Future Operating Model as adopted by the Council has been fully implemented and any future actions will be undertaken as normal business. Proposed mitigation 2 target date extended to March 2025 to allow South Ayrshire Council corporate roll out of the new Integrated Impact Assessment.

Governance

- 4.5 **Risk 6 (Good Governance, Strategic Planning and Business Resilience)** Previous proposed mitigations 6, 7 moved to mitigations as fully implemented.
- 4.6 Proposed mitigation 1 target date is extended to March 2024 to allow for the full review of the Governance mapping work which is currently being progressed. Proposed mitigation 2 target date extended to December 2024 as a training programme is refreshed, developed and progressed during the coming year. Proposed mitigation 4 target date is extended to June 2024.
- 4.7 **Risk 3 (Communications and Reputation)** Proposed mitigation 2 target date is extended to June 2024 to support induction and relationship building and strengthening of newly appointed Locality teams to be developed.
- 4.8 **Risk 11 (Service Quality)** Proposed mitigation 2; 3 target dates introduced to December 2024.

Resources

- 4.9 **Risk 13 (Workforce Development)** Proposed mitigation 1 target date to be extended to June 2025 in line with new legislation (Health and Care (Staffing) Act 2019 due on 1st April 2024; Proposed mitigation 2 target date to be extended to June 2024 to allow for new staff to be recruited.
- 4.10 **Risk 9 (Premises)** New proposed mitigation (3) added. **Risk 9 is a high priority risk.**
- 4.11 **Risk 10 (Provider Organisations)** Proposed mitigations 1, 2 and 3 target dates extended to allow for continued progress. **Risk 10 is a high priority risk.**
- 4.12 **Risk 5 (Financial)** Inclusion of fully implemented mitigation 9 (Improvement and Innovation fund). **Risk 5 is a high priority risk.**
- 4.13 **Risk 7 (ICT)** Proposed mitigations 2 target date to be extended to support full commission of Digital Strategy including consultation, agreement and implementation.

5. STRATEGIC CONTEXT

- 5.1 The identification and management of risk supports effective delivery of services which contribute to the achievement of the Integration Joint Board's Strategic Objectives set out within the Strategic Plan 2021-2031. In particular:

- *We help to build communities where people are safe*
- *We are an ambitious and effective partnership*

6. IMPLICATIONS

6.1 Financial Implications

6.1.1 There are no financial implications from the content of this report.

6.2 Human Resource Implications

6.2.1 There are no human resource implications from this report.

6.3 Legal Implications

6.3.1 There are no legal implications arising from this report.

6.4 Equalities implications

There are no equality implications arising from this report.

6.5 Sustainability implications

6.5.1 N/A

6.6 Clinical/professional assessment

6.6.1 N/A

7. CONSULTATION AND PARTNERSHIP WORKING

7.1 N/A

8. RISK ASSESSMENT

8.1 Failure to manage risk could place the IJB/HSCP and key partners at significant risk, resulting in reputational risk to South Ayrshire Council, NHS Ayrshire and Arran and South Ayrshire IJB. The mitigations and proposed mitigation as detailed in this report will ensure that appropriate actions are taken to prevent this occurring.

REPORT AUTHOR AND PERSON TO CONTACT

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03.10.2023