



**REPORT TO: PERFORMANCE & AUDIT COMMITTEE – 17 JANUARY 2017**  
**REPORT ON: HIGH LEVEL RISK REGISTER UPDATE**  
**REPORT BY: CHIEF FINANCE OFFICER**  
**REPORT NO: PAC6-2017**

**1.0 PURPOSE OF REPORT**

The purpose of this report is to update the Performance and Audit Committee of the status of the Health and Social Care Partnership's High Level Risk Register.

**2.0 RECOMMENDATIONS**

It is recommended that the Performance & Audit Committee (PAC):

- 2.1 Notes the current risk levels associated with the risk categories as set out in Appendix 1.
- 2.2 Remits the Chief Finance Officer to continually review the risk register in line with any areas of concern identified within future Dundee Health & Social Care Partnership performance reports.

**3.0 FINANCIAL IMPLICATIONS**

None.

**4.0 MAIN TEXT**

- 4.1 Dundee Health and Social Care Partnership's High Level Risk Register was approved at the Integration Joint Board's meeting on 30 August 2016 (Report DIJB35-2016). The risks are set against various categories including financial, workforce, governance and legal risks and have been given an initial risk score, providing a risk level, prior to the implementation of a range of control actions. The August report identified the impact of implementing the control actions which resulted in a reduction in a number of the risk scores and risk levels however a range of medium to very high risks remained.
- 4.2 The previous report noted that the risk register would be subject to annual scrutiny by the IJB's Performance and Audit Committee however, given this is the first Performance and Audit Committee held, it is deemed appropriate to provide the Committee with an update of the status of the control options and an assessment of the impact on the risk levels as appropriate as at December 2016. This update is shown at Appendix 1 and this notes that risk levels have been maintained from the August position with a number of actions due to be implemented which should lead to a future reduction in the levels of risk. It should be noted that a number of high level risks remain and these will continue to be assessed for any potential deterioration in risk levels and reported to the Performance and Audit Committee.

**5.0 POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Equality Impact Assessment and Risk Management. There are no major issues.

## **6.0 CONSULTATIONS**

The Chief Officer, Chief Internal Auditor and the Clerk were consulted in the preparation of this report.

## **7.0 BACKGROUND PAPERS**

None.

Dave Berry  
Chief Finance Officer

DATE: 28 December 2016

Ref	Risk Type	Description of Risk	Risk Owner	Initial Risk Level				Control Actions	December 2016 Update	Current Risk Level			
				Likelihood	Consequences	Risk Ranking	Risk Level			Likelihood	Consequences	Risk Ranking	Risk Level
1	Financial	Continuing restrictions on public sector funding will impact on Local Authority and NHS budget settlements in the medium term impacting on the ability to provide sufficient funding required to support services delivered by the IJB. This could lead to the IJB failing to meet its aims within anticipated timescales as set out in its Strategic and Commissioning Plan.	Chief Finance Officer	5	4	20	Very High	Budget negotiations with the Local Authority and NHS Tayside to ensure a fair and proportionate share of resources.  Continuing development of IJB transformation programme to deliver service efficiencies.	Scottish Government's Finance Settlement highlights further investment in Health and Social Care Partnerships for 2017/18 although a number of pre-determined commitments are set against this such as the full year effect of the delivery of the Living Wage for adult social care staff. The settlement sets out parameters for the scale of efficiency savings the Council and NHS can set against delegated budgets however, the detail of this is yet to be determined and therefore no adjustment has been made to the risk scoring. In addition a risk sharing agreement is in place with partner bodies for years 1 and 2.	4	4	16	Very High
2	Financial	IJB is unable to maintain spend within allocated resources which could lead to being unable to deliver on the Strategic & Commissioning Plan.	Chief Finance Officer	5	4	20	Very High	Development of robust financial monitoring systems to highlight key pressure areas and enable action to be taken at an early stage.  The Integration Scheme details the actions to be taken in the event of a projected overspend and the contingency arrangements should these actions be insufficient.	As per latest Financial Monitoring report presented to the IJB, a net overspend is anticipated however, these mainly relate to areas highlighted in the Due Diligence process and are subject to the risk sharing arrangement with Dundee City Council and NHS Tayside. These do not at this stage impact on the partnership's ability to deliver on the Strategic and Commissioning Plan.	4	4	16	Very High
3	Workforce	The volume of staff resource required to develop effective integrated arrangements while continuing to undertake existing roles / responsibilities / workload of key individuals may impact on organisational priorities and operational delivery.	Chief Officer	4	4	16	Very High	Ensure organisational development strategy is agreed, implemented and monitored.  Ensure appropriate provision of corporate support from Dundee City Council and NHS Tayside as set out within the Integration Scheme.	Recruitment of key posts including Locality Managers will see a further transition of services and the workforce into integrated services and thereby continuing to reduce this risk over time. Internal Audit to undertake a review of the level of corporate support.	2	4	8	Medium
4	Workforce	Negative staff perception of integration due to historical experiences and lack of communication will lead to an adverse effect on engagement / buy-in to new partnership.	Chief Officer	4	4	16	Very High	Continued communication disseminated to staff highlighting key issues.  Creation of new communication tools, such as graphic animation used to explain the purpose and	As with (3) above this risk is likely to continue to reduce over time as services become more integrated.	3	3	9	Medium

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								aims of integrating services to the workforce and general public.					
5	Workforce	Differing employment terms could expose the partnership to equality claims and impact on staff morale.	Chief Officer	3	5	15	High	Continue to monitor through staff feedback/surveys and align conditions where opportunities present.	Continue control measures as noted previously.	3	5	15	High
6	Governance	Relevant stakeholders have not been included and adequately consulted with during the development and subsequent implementation of the Strategic & Commissioning Plan which may lead to adverse political and/or reputational impact.	Chief Officer	2	4	8	Medium	<p>Ensure consultation around the development and implementation of the Strategic &amp; Commissioning Plan is as comprehensive as practically possible and compliant with statutory requirements as a minimum.</p> <p>Development of participation and engagement strategy which promotes wide stakeholder consultation and engagement throughout the planning, implementation and review cycle.</p> <p>A number of strategic planning events arranged and undertaken to ensure stakeholder engagement and contribution is included in the preparation of the plan.</p>	Current version of Strategic and Commissioning Plan now published with low risk however, recommendation to continue on the risk register for future/updated versions of the plan.	1	3	3	Low
7	Governance	Revised governance mechanisms between the IJB and partners could lead to increased bureaucracy in order to satisfy the arrangements required to be put in place.	Chief Officer	3	4	12	High	<p>Continue to monitor.</p> <p>Ensure clarity of respective roles of the IJB, Dundee City Council and NHS Tayside.</p> <p>Ensure appropriate corporate support provided by Dundee City Council and NHS Tayside.</p> <p>Development and testing of a range of governance scenarios to provide clarity over responsibilities.</p>	Continue control measures as noted previously – governance scenario workshops not yet in place.	3	3	9	Medium

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3	Governance	Clinical, Care & Professional Governance arrangements being established fail to discharge the duties required.	Chief Officer	4	4	16	Very High	Review of processes established.  'Double running' of existing arrangements while revised structures are established – development and testing of a range of governance scenarios to provide clarity over responsibilities.	Continue control measures as noted previously – governance scenario workshops not yet in place.	2	4	8	Medium
9	Governance	Uncertainty around future service delivery models may lead to resistance, delay or compromise resulting in any necessary developments or potential opportunities for improvement not being fulfilled.	Chief Officer	3	3	9	Medium	High-level strategic vision to be articulated. Clear guidance on service development during interim period.  Continued use of co-production training and organisational development of integrated groups of staff.	Continue control measures as noted previously.	3	3	9	Medium
10	Legal	Amendment of legislation or publication of further guidance from Government which conflicts with planning assumptions, requiring decisions already made to be revisited which may lead to further slippage of previously agreed timescales.	Chief Officer	3	3	9	Medium	Continue to monitor.	Continue control measures as noted previously.	3	3	9	Medium

