

## Integration Joint Board Strategic Risk Register\_June 2016

Organic proc understanding of shared risk important - glossary?

**STRATEGIC RISKS - AFFECT THE VIABILITY OF THE PARTNERSHIP** (1) Identify (2) Assess (3) Prioritise (4) Address

**RM FRAMEW** risk categories (AGREED)

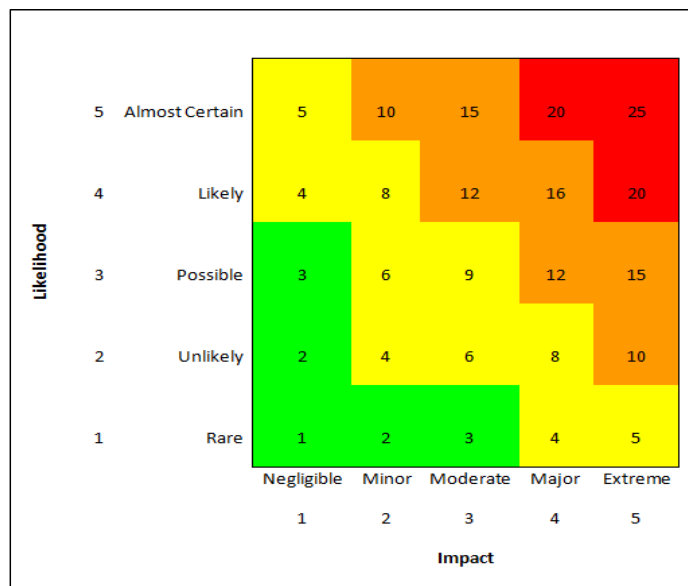
risk assessment tables

methods for consistently identifying, analysing and evaluating risk

lines of accountability for RM

clear escalation framework

Risk Code	Risk Owner	Strategic Risk Event	Previous	Current	Target
			Risk Rating		
IJBSR1	Chief Officer, Health and Social Care	The implementation of the strategic plan does not result in improved outcomes for service users	8	12	3
IJBSR2	Chief Officer, Health and Social Care	Organisational, professional and cultural barriers prevent us from integrating front-line teams	12	12	4
IJBSR3	Chief Officer, Health and Social Care	Locality Planning structures do not take hold or improve connections between local professionals and communities	12	8	6
IJBSR4	Chief Officer, Health and Social Care	The increase in demand for health and social care services is greater than anticipated	8	12	6
IJBSR5	Chief Finance Officer, IJB	Unanticipated service pressures create an in-year overspend	12	9	9
IJBSR6	Chief Officer, Health and Social Care	Change management projects fail or have unintended consequences / Service redesign is not implemented	12	12	6
IJBSR7	Chief Officer, Health and Social Care	Ineffective governance arrangements are in place to provide assurance that the IJB's statutory duties are being met	6	6	3
IJBSR8	Chief Officer, Health and Social Care	Recruitment and retention challenges within the Partnership create service stress	16	16	9
IJBSR9	Chief Finance Officer, IJB	The IJB budget is insufficient to meet its statutory obligations	12	9	9
IJBSR10	Chief Officer, Health and Social Care	Clinical and care governance arrangements fail during service redesign and service transitions	15	15	8



**Integration Joint Board Strategic Risk Register\_June 2016**

Risk Ref: IJBSR1		Risk Owner: Chief Officer						
Risk Event Strategic Priority:		The implementation of the strategic plan does not result in improved outcomes for service users						
Risk Cause	Risk Effect	Existing Controls	Initial risk assessment		Current risk rating			
			Likelihood	Impact				
			3	4	<b>12</b>			
			Proximity: Current					
The cumulative impact of the key deliverables does not deliver system wide improvement —		Local and national political pressure emerges to deliver against core ambitions Services become unsustainable Increasing levels of demand		Effective monitoring Community engagement		Revised risk assessment		Target risk rating
						Likelihood	Impact	
				1	3	<b>3</b>		
<b>Risk treatment action:</b>  Strategic commissioning methodologies are used to drive service change The strategic plan is considered an organic document which will change and develop over time  Early Warning Indicators: IJB Performance management dashboard  Last reviewed: Dec-2016			<b>Responsible Officer:</b>  Head of Partnership Services Chief Officer   Next review due: March 201					

**Integration Joint Board Strategic Risk Register\_June 2016**

Risk Ref: IJBSR2		Risk Owner: Chief Officer			
<b>Risk Event</b> Strategic Priority:		Organisational, professional and cultural barriers prevent us from integrating front-line teams			
<b>Risk Cause</b>	<b>Risk Effect</b>	<b>Existing Controls</b>	<b>Initial risk assessment</b> Likelihood      Impact		<b>Current risk rating</b>
Different organisational views emerge about integrated teams Organisational risks emerge to the two statutory employers  Professional concerns about inter-disciplinary working emerge Cultural barriers prevent effective integration	Patient experience becomes sub-optimal Full integration is not achieved and teams are disjointed Communication between professionals becomes sub-optimal Management cannot be streamlined	Corporate working and executive leadership Action based on HR and legal advice Effective engagement with staff and OD work undertaken across both organisations HR Forum brings together management and staff side interests	3	4	<b>12</b>
			Proximity:		Current
			<b>Revised risk assessment</b> Likelihood      Impact		<b>Target risk rating</b>
			1	4	<b>4</b>
<b>Risk treatment action:</b> Joint Recruitment Policy (KD2) Multi-disciplinary teams will deliver holistic, well-coordinated care, which builds on the natural capacities in people's lives  Early Warning Indicators: Implementation of Integrated Senior Management Team  Last reviewed:                      Dec-2016			<b>Responsible Officer:</b> HR Directors Head of Locality Services   Next review due: March 2016		

## Integration Joint Board Strategic Risk Register\_June 2016

Risk Ref: IBSR3	Risk Owner: Chief Officer						
<b>Risk Event</b>	Locality Planning structures do not take hold or improve connections between local professionals and communities						
Strategic Priority:							
<b>Risk Cause</b>	<b>Risk Effect</b>	<b>Existing Controls</b>	<b>Initial risk assessment</b>		<b>Current risk rating</b>		
<ul style="list-style-type: none"> <li>- Lack of engagement</li> <li>- Divergent interests emerge</li> <li>- Inconsistent performance</li> <li>- Overlap with CPP locality arrangements</li> </ul>	<p>The IJB becomes isolated from communities</p> <p>Service reforms do not command community support</p>	<ul style="list-style-type: none"> <li>- Community Planning Partnership focus</li> <li>- Senior Management attendance at LPG meetings</li> </ul>	Likelihood	Impact	8		
			2	4	Proximity: Current		
			Risk treatment category:		Realise the opportunity		
			<b>Revised risk assessment</b>		<b>Target risk rating</b>		
			Likelihood	Impact	6		
		2	3	6			
<b>Risk treatment action:</b>			<b>Responsible Officer:</b>				
<ul style="list-style-type: none"> <li>- (KD1) We will put in place locality planning arrangements to support more responsive local needs</li> <li>- (KD10) We will support our general practices to collaborate, develop multi-professional teams and influence local service arrangements</li> <li>- (KD13) We will work with communities and the third sector to support community ventures which tackle social isolation, including, where appropriate, supporting community transport</li> <li>- (KD22) We will establish a health and social care hub in every locality area, which will deliver co-located integrated services</li> <li>- Development of the CPPs new focus on locality planning (SMART)</li> <li>- contribute to LPGs and to public engagement sessions about programmes of change</li> </ul>			<ul style="list-style-type: none"> <li>Head of Locality Services</li> <li>Associate Medical Director</li> <li>Head of Partnership Services</li> <li>Chief Officer</li> <li>Chief Officer</li> <li>Chief Officer</li> </ul>				
Early Warning Indicators:	Poor attendance						
Last reviewed:	Dec-2016		Next review due: March 201				

**Integration Joint Board Strategic Risk Register\_June 2016**

Risk Ref: IJBSR4		Risk Owner: Chief Officer					
<b>Risk Event</b> Strategic Priority:		The increase in demand for health and social care services is greater than anticipated					
<b>Risk Cause</b>	<b>Risk Effect</b>	<b>Existing Controls</b>	<b>Initial risk assessment</b> Likelihood      Impact		<b>Current risk rating</b>		
<ul style="list-style-type: none"> <li>- Ageing population</li> <li>- Increase in complex long-term conditions</li> <li>- Increasing levels of frailty</li> <li>- Challenging financial climate</li> <li>- Depopulation</li> <li>- Rise in numbers of people living alone</li> </ul>	<ul style="list-style-type: none"> <li>Deterioration in service user outcomes</li> <li>IJB budget pressurised</li> <li>Political challenges</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring</li> <li>Projection</li> </ul>	3	4	<b>12</b>		
			Proximity:		Current		
			<b>Revised risk assessment</b> Likelihood      Impact		<b>Target risk rating</b>		
			2	3	<b>6</b>		
<b>Risk treatment action:</b>		<b>Responsible Officer:</b>					
<ul style="list-style-type: none"> <li>- (KD16) We will work with the third sector to increase the numbers of identified carers, offer every identified carer a carer support plan and assess their eligibility for formal support. This will tie into to the equitable provision of respite care, to ensure that carers are supported to maintain their caring role</li> <li>- Redesign services to meet the changing needs of our communities</li> </ul>		<b>Head of Partnership Services</b>  Chief Officer					
Early Warning Indicators:	Age of population structures						

**Integration Joint Board Strategic Risk Register\_June 2016**

Risk Ref: IJBSR5		Risk Owner:			
Risk Event Strategic Priority:		Unanticipated service pressures create an in-year overspend			
Risk Cause	Risk Effect	Existing Controls	Initial risk assessment		Current risk rating
			Likelihood	Impact	
			3	3	9
			Proximity:		Current
			Revised risk assessment		Target risk rating
Likelihood	Impact				
3	3	9			
Risk treatment action:		Responsible Officer:		Chief Finance Officer	
<ul style="list-style-type: none"> <li>- Workforce planning (cutting sickness absence, deleting vacant posts, combining management roles)</li> <li>- Identify efficiencies that can be delivered by integrating services</li> <li>- Identify efficiencies that can delivered through service redesign and strategic commissioning (reduce high-cost care packages, long-stay mainland placements, centralise some ancillary services)</li> <li>- Identify savings as a result of service choices being made (i.e. if under-used or delivered equitably across all localities)</li> </ul>					
Early Warning Indicators:		Monthly monitoring			
Last reviewed:		Dec-2016		Next review due: Jan-2017	

**Integration Joint Board Strategic Risk Register\_June 2016**

Risk Ref: IJBSR6		Risk Owner:				
Risk Event Strategic Priority:		Change management projects fail or have unintended consequences / Service Redesign not implemented				
Risk Cause	Risk Effect	Existing Controls	Initial risk assessment		Current risk rating	
			Likelihood	Impact		
<ul style="list-style-type: none"> <li>- Lack of capacity</li> <li>- Lack of clear direction</li> <li>- Scope creep</li> <li>- Cultural conflicts</li> <li>- Barriers to change</li> <li>- Unclear targets/timescales</li> <li>- Unintended consequences not considered in advance</li> <li>- Lack of coordination</li> </ul>	<ul style="list-style-type: none"> <li>- Do not achieve the Strategic Priorities</li> <li>- Do not achieve reform</li> <li>- Services becomes unsustainable</li> </ul>	<ul style="list-style-type: none"> <li>- Effective change management oversight at corporate and departmental level</li> </ul>	3	4	<b>12</b>	
			Proximity:		Current	
			Risk treatment category:			
			Revised risk assessment		Target risk rating	
			Likelihood	Impact		
			2	3	<b>6</b>	
<b>Risk treatment action:</b> <ul style="list-style-type: none"> <li>- Effective comprehensive change management projects</li> <li>- Contingency fund available for projects</li> <li>- Project management system</li> </ul>			<b>Responsible Officer:</b> Chief Officer			
Early Warning Indicators:	IJB reports					
Last reviewed:	Dec-2016		Next review due: March 201			





**Integration Joint Board Strategic Risk Register\_June 2016**

Risk Ref: IJBSR8		Risk Owner:			
Risk Event Strategic Priority:		Recruitment and retention challenges within the Partnership create service stress			
Risk Cause	Risk Effect	Existing Controls	Initial risk assessment		Current risk rating
			Likelihood	Impact	
			4	4	<b>16</b>
			Proximity: Risk treatment category:		Current Realise the opportunity
			Revised risk assessment		Target risk rating
Likelihood	Impact				
3	3	<b>9</b>			
<b>Risk treatment action:</b> - (KD23) We will develop and implement a 3 year workforce plan, based on labour intelligence, which will consider how best our partnership can compete within the local, national and international labour market and grow a workforce from within our communities through the provision of educational opportunities  - (KD24) We will work with our parent bodies to keep people healthy at work & support them through periods of transition from one model of care to another - (KD25) We will work with our parent bodies to increase the proportion of our staff whose contract of employment provides guaranteed hours & predictable patterns of work  Early Warning Indicators:					<b>Responsible Officer:</b> Chief Officer HR Directors
Last reviewed:		Dec-2016	Next review due: March 201		

**Integration Joint Board Strategic Risk Register\_June 2016**

Risk Ref: IJBSR9		<b>Risk Owner:</b>					
<b>Risk Event</b> Strategic Priority:		The IJB budget is insufficient to meet its statutory obligations					
<b>Risk Cause</b>	<b>Risk Effect</b>	<b>Existing Controls</b>	<b>Initial risk assessment</b> Likelihood      Impact		<b>Current risk rating</b>		
<ul style="list-style-type: none"> <li>- Lack of financial control</li> <li>- Increased demand for services</li> <li>- Public sector spending constraints</li> <li>Efficiencies not realised</li> <li>- Difficulty working within budget</li> </ul>	<ul style="list-style-type: none"> <li>Service reform undermined</li> <li>Vacancy freeze</li> <li>Deterioration in service user outcomes</li> <li>IJB relationship with parent bodies becomes challenging</li> </ul>	<ul style="list-style-type: none"> <li>Management Information</li> <li>Financial Controls</li> </ul>	4	3	<b>12</b>		
			Proximity:		Current		
			<b>Revised risk assessment</b> Likelihood      Impact		<b>Target risk rating</b>		
			3	3	<b>9</b>		
<b>Risk treatment action:</b>		<b>Responsible Officer:</b>		Chief Finance Officer			
<ul style="list-style-type: none"> <li>- Workforce planning (cutting sickness absence, deleting vacant posts, combining management roles)</li> <li>- Identify efficiencies that can be delivered by integrating services</li> <li>- Identify efficiencies that can delivered through service redesign and strategic commissioning (reduce high-cost care packages, long-stay mainland placements, centralise some ancillary services)</li> <li>- Identify savings as a result of service choices being made (i.e. if under-used or delivered equitably across all localities)</li> </ul>							
Early Warning Indicators:	Monthly monitoring						
Last reviewed:	Dec-2016	Next review due: March 201					

**Integration Joint Board Strategic Risk Register\_June 2016**

Risk Ref: IJBSR10		Risk Owner: Chief Officer			
Risk Event Strategic Priority:		Clinical and care governance arrangements fail during service redesign and service transitions			
Risk Cause Insufficiently robust governance arrangements Service redesign not tested against clinical and care governance principles	Risk Effect - People's ability to exercise choice and control over the lives they lead is diminished People suffer avoidable harm or ill treatment  - Increase in unplanned or emergency admission to hospital	Existing Controls - Clinical and care governance committee  - Effective oversight at corporate and departmental level	Initial risk assessment		Current risk rating
			Likelihood	Impact	
			3	5	<b>15</b>
			Proximity: Risk treatment category:		Current Realise the opportunity
			Revised risk assessment		Target risk rating
Likelihood	Impact				
2	4	<b>8</b>			
Risk treatment action:		Responsible Officer:			
Revise and strengthen clinical and care governance arrangements		Chief Officer / Medical Director			
Early Warning Indicators:	-Resources shifted from hospitals to community-based care - Measure hospital stays - No. supported via direct payment		- Level of care at home - Number of community alarms		
Last reviewed:	Dec-2016		Next review due: March 201		