
To: Renfrewshire Integration Joint Board Audit, Risk and Scrutiny Committee

On: 26 October 2022

Report by: Strategic Lead and Improvement Manager

Heading: Update on Risk Register

1. Summary

- 1.1. The paper provides an update on the continued implementation of the IJB's updated Risk Management Framework following the previous update to the Committee in March 2022. This report covers an extended period from March 2022 to September 2022 due to the cancellation of the Committee meeting scheduled in June due to the local elections.
- 1.2. This report also notes updates made to the IJB's risk and issues register, including any changes to risks/issues previously identified, and any new items added to the register during this period.
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2. Recommendations

It is recommended that the Audit, Risk and Scrutiny Committee:

- Note the further work which has been undertaken to implement the revised Risk Management Framework across operational services within the HSCP, including the launch of a risk framework guide to all HSCP staff from July, and an online training module from August (section 4); and
 - Approve the updates that have been made to currently identified risks and issues, following further assessment and engagement within the HSCP and with partners (section 5).
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3. Background

- 3.1. The IJB's risk management framework sets out the principles by which the HSCP and IJB identify and manage strategic and operational risks impacting upon the organisation. This framework forms a key strand of the IJB's overall governance mechanisms. It sets out how risks and issues should be identified, managed and reported and it informs the development of this report and supporting appendix.

4. Implementing the update framework: further activity

4.1. Previous updates to the Committee have outlined the progress made in implementing the IJB's revised Risk Management Framework within the HSCP. Work has continued to embed the framework within HSCP processes. The key activities which have been undertaken include:

- Continued work with the Risk Network and services to follow risk management processes, ensuring risk and issue reviews with service leadership teams occur, and also regards escalations and reporting.
- Continued operational risk and issue reporting to SMT by exception with recovery and renewal risk reporting also continuing on a monthly basis.
- A refresh of the risk framework guide and training module has been undertaken to include lessons learned and reflections since the risk network was launched in July 2021.
- An 'Importance of Risk' session held with the Leadership Network in June 2022 and the publication of a Risk Framework guide, first to this community and subsequently to all HSCP staff.
- The launch of a risk training module for all staff in August 2022.
- Ongoing meetings of the cross HSCP and NHS GGC 'risk working group' held monthly where consistency of risks is discussed and best practice shared.

5. Updates to IJB Risk Register

5.1. The HSCP's ongoing assessment and review of risks has identified necessary changes to existing risks and issues. In this period there have been no additional risks and issues identified requiring incorporation within the IJB's Risk Register, which is provided as Appendix 1 to this report. All risks and issues have been updated to reflect the latest position regards completed and outstanding actions. This paper reflects the changes made to risks since the last meeting in March 2022.

5.2. In summary, the key updates to existing risks include:

- The risk score for 'Changing financial and demographic pressures' has been increased this period due to the cost of living crisis and continued rising costs generally. Inflation at the time of writing is 10.1% with forecasts predicting further inflation rises through to January 2023. (RSK01)
- The risk score for 'Financial challenges causing financial instability for the IJB' was increased in June to reflect the additional financial pressure as a result COVID funding changes, supply chain impacts, potential pay awards and also increases in National Insurance costs impact staffing and care package costs. (RSK02).
- The description for the risk relating to an increase in physical and mental health inequalities has been updated to reflect the potential impact of the cost of living crisis on inequalities. The current scores for this risk will remain under review as the impact of the crisis, and the necessary response from partners, develops (RSK03).

- The risk 'Further waves of COVID' has remained in the report and log for ongoing monitoring to reflect the Committee's decision in March. However, the likelihood and impact of the risk was reduced in June and this will continue to be monitored. This position also recognises that IJB governance and operational management arrangements are well equipped with significant experience in managing the impact of COVID waves within the IJB, HSCP and partner organisations. The largest remaining aspect of this risk relates to staffing levels and workforce resilience which is incorporated within other risks and issues. All other aspects of the risk regards PPE, supplies, testing and guidance remain well understood and managed (RSK05).
- The risk 'Impact of 2022 local elections on Strategic Plan' has been proposed for closure following the meeting of the IJB in June, at which the IJB approved the Year 1 Strategic Delivery Plan which set out deliverables which will be achieved in line with the objectives set out in the Plan. Any such risk associated with the deliverability of the plan or the alignment with local and national plans is covered adequately within other risks (RSK08).
- The risk 'Failure or loss of major service provider' has been updated to reflect the current financial position and resource challenges for providers in Renfrewshire. In relation to the updated, reduced, provision of COVID sustainability payments, the Scottish Government has stated that a 'Cost improvement programme' will be implemented to help mitigate against expected impacts however this has not yet been published. (RSK10). This risk will also be exacerbated by the impacts of increasing payroll, energy and commodity costs, and inflation.
- The risk description for 'Failure to achieve targets and key performance indicators' has been updated to note the positive impact of ongoing actions and the robust alignment of the Strategic and Medium Term Financial Plans. This will be further supported through the consistent approach taken to developing the draft Workforce Plan for 2022-25 which was presented to the IJB for approval in June 2022. However, it is recognised that related risks covering financial and workforce challenges may impact on the ability of the HSCP to deliver agreed targets (RSK12).
- The risk rating for 'Cyber threats pose an increasing risk' was increased in June to reflect the increased national risk as a result of events in Ukraine and the advised increased likelihood of cyber attacks on national and local infrastructure. Since our last report one of the HSCP's contracted suppliers and NHS 24 have experienced a cyber attack. Under ongoing business continuity activity the HSCP continues to strengthen plans for a loss of system/data scenario across our critical services. (RSK13).

Implications of the Report

1. **Financial** – No direct implications from this report*

2. **HR & Organisational Development** – Further guidance and training has been developed for staff to support them in understanding their contribution to risk management and has been rolled out from July 2022.
3. **Community Planning** – No direct implications from this report*
4. **Legal** – Supports the implementation of the provisions of the Public Bodies (Joint Working) (Scotland) Act 2014.
5. **Property/Assets** – No direct implications from this report*
6. **Information Technology** – No direct implications from this report*
7. **Equality and Human Rights** – No direct implications from this report*
8. **Health & Safety** – No direct implications from this report*
9. **Procurement** – No direct implications from this report*
10. **Risk** – This paper and attachments provide an update to the IJB's Risk Management Framework.
11. **Privacy Impact** – No direct implications from this report*

**Although there are no direct implications from this report, specific risks are likely to impact on these areas and will have specific mitigations identified.*

List of Background Papers – N/A

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Risk and Issue Register Executive Summary

Appendix 1

This document reflects the status of the risks and issues in the IJB log as of August 2022. This report also features issues as part of the agreed risk framework approach. The summaries reflect the changes to risks since the last report and items which have been identified as new or those proposed to close since the last report. For proposed closures we have included summaries to detail the final position and the rationale for closure. If these are agreeable, they will be removed from the next report.

Introduction and Background

This document is prepared in advance of each IJB Audit, Risk and Scrutiny Committee meeting to support Renfrewshire Integration Joint Board (IJB), and members of the IJB's Audit, Risk and Scrutiny Committee, in the application of the IJB's Risk Management Policy and Strategy. It sets out those Strategic Risks and Issues currently identified which have the potential to prevent the IJB from achieving its desired outcomes and objectives, and the mitigating actions put in place to manage these risks. **Further information on the IJB's approach can be found in Renfrewshire IJB's Risk Management Policy and Strategy.**

Approach to assessing risks

All risks identified are assessed considering (i) the likelihood of the risk materialising; and (ii) the consequent impact of said risk should it materialise. To reflect the range of eventualities this assessment provides a score of between 1 and 5 for each of these criteria (where 1 is least likely and low impact, and 5 is very likely and very high impact). This enables each risk to have an overall score where the likelihood and impact ratings are multiplied together, and a RAG (Red, Amber, Green rating applied) as per the matrix below. Risk scores guide the IJB's response to risks identified.

Approach to assessing issues

The same applies regards impact, however for issues, the priority and the resolution is considered instead of likelihood. Issues are simply risks which have occurred and they have a rating of between 1 and 5 where 1 is low/no impact ranging to 5 extreme impacts.

Risks

| Likelihood | Risk Consequence Impact Rating | | | | |
|------------|--------------------------------|----|----|----|----|
| | 1 | 2 | 3 | 4 | 5 |
| 5 | 5 | 10 | 15 | 20 | 25 |
| 4 | 4 | 8 | 12 | 16 | 20 |
| 3 | 3 | 6 | 9 | 12 | 15 |
| 2 | 2 | 4 | 6 | 8 | 10 |
| 1 | 1 | 2 | 3 | 4 | 5 |

Issues

| Impact | Issue Rating |
|--------|---------------|
| 1 | Insignificant |
| 2 | Minor |
| 3 | Moderate |
| 4 | Major |
| 5 | Extreme |

Risk Profile

| Total Risks | High Risks | Moderate Risks | Low Risks | Very Low Risks | Proposed Closure |
|-------------|------------|----------------|-----------|----------------|------------------|
| 15 | 8 | 4 | 3 | 0 | 1 |

| Likelihood | Consequence Impact | | | | |
|------------|--------------------|----|----|----|----|
| | 1 | 2 | 3 | 4 | 5 |
| 5 | 5 | 10 | 15 | 20 | 25 |
| | | | | 2 | 2 |
| 4 | 4 | 8 | 12 | 16 | 20 |
| | | | | 1 | 4 |
| 3 | 3 | 6 | 9 | 12 | 15 |
| | | | 2 | 2 | 1 |
| 2 | 2 | 4 | 6 | 8 | 10 |
| | | | | 1 | |
| 1 | 1 | 2 | 3 | 4 | 5 |
| | | | | | |

Issue Profile

| Total Issues | 1 |
|----------------------|---|
| Extreme Issues | 1 |
| Major Issues | |
| Moderate Issues | |
| Minor Issues | |
| Insignificant Issues | |

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| Risk or Issue Ref | Risk or Issue Type | Summary Description | Current Risk / Issue Score and ROYG Rating | Risk or Issue Movement |
|-------------------|--------------------|---|--|------------------------|
| RSK01 | Strategic | Changing financial and demographic pressures | 20 High | Increase |
| RSK02 | Financial | Financial Challenges causing financial instability for the IJB | 20 High | Increase |
| RSK03 | Operational | Increase in physical and mental health inequalities | 16 Moderate | No Change |
| RSK05 | Operational | Further waves of COVID | 09 Low | Monitor |
| RSK06 | Operational | National Care Service | 25 High | No Change |
| RSK07 | Operational | Workforce planning and service provision | 25 High | No Change |
| RSK08 | Strategic | Impact of 2022 local elections on Strategic Plan | 08 Low | Propose Closure |
| RSK09 | Strategic | National risk of litigation and reputational damage following future public inquiry into COVID response | 15 Moderate | No Change |
| RSK10 | Operational | Failure or loss of major service provider | 20 High | Increase |
| RSK11 | Clinical | Delivery of the GP Contract / Primary Care Improvement Plan | 20 High | No Change |
| RSK12 | Strategic | Failure to achieve targets and key performance indicators | 09 Low | No change |
| RSK13 | Strategic | Cyber threats pose an increasing risk | 20 High | Increase |
| RSK14 | Strategic | Capital funding and complexities of property planning in an integrated setting | 20 High | No Change |
| RSK15 | Operational | COVID Impact on compliance with Mandatory Training | 12 Moderate | No Change |
| RSK16 | Strategic | Delivery of Addictions Support in Renfrewshire | 12 Moderate | No Change |
| ISS01 | Operational | Issues regards attracting & retaining staff | 05 Extreme | No Change |

| RSK01 Changing financial and demographic pressures | | | | | |
|---|------------|---|-----------------------------|--|---------------------------|
| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
| The changing financial and demographic pressures facing services poses a risk to the HSCP being able to successfully deliver services to the most vulnerable people in Renfrewshire. | HSCP SMT | There is a risk that if financial and demographic pressures of services are not effectively planned for and managed over the medium to longer term, there would be an impact on the ability of the HSCP to deliver services to the most vulnerable people in Renfrewshire. This needs to be considered with regards to: <ul style="list-style-type: none">• Medium- and longer-term financial planning• Corporate and service review activities• Strategic commissioning approach and the strategic planning process• Service design ensuring the development of cost-effective care models and models which encourage prevention and self-management• Increasing costs such as utilities, salaries, National Insurance, and supplies are also having an impact on budgets across the HSCP and our partners. Partners are now seeking to manage additional costs faced which may lead to an increase in our costs and further budget constraints.• Inflation is currently at 10.1%, and the overall financial outlook beyond this year remains uncertain and challenging. | Increase | Increasing financial pressures and cost of living crisis | |
| | | | Risk Code | Category | Risk Management Approach |
| | | | RSK01 | Strategic | Treat |
| | | | Current Likelihood | Current Impact | Current Evaluation |
| | | | 04 | 05 | 20 High |
| | | | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 03 | 05 | 15 Moderate |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| A number of actions are in place to help mitigate this risk including: Financial Planning and Strategic Planning <ul style="list-style-type: none">- Long term financial planning processes- Budget monitoring processes are in place and regularly reviewed and reported upon- Implementation of the IJB's Strategic Plan 2022-25 and Medium-Term Financial Plan 2022-25 with Tier 1 rolling savings programme Corporate & service review activities <ul style="list-style-type: none">- Investment in service re-design opportunities to improve efficiency and effectiveness- Eligibility criteria reviewed- Ongoing focus on recovery from the COVID-19 pandemic and assessment of transformational opportunities | | | HSCP Senior Management Team | Review Sept 2022 | Subject to ongoing review |
| Mitigating / Preventing Actions Planned | | | Assigned to | Date | Status |
| Ongoing deployment of the above | | | N/A | N/A | N/A |

| RSK02 Financial Challenges causing financial instability for the IJB | | | | | |
|---|------------|--|-----------------------------|--|--------------------------|
| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
| There are a number of financial challenges facing the IJB and if not adequately addressed, these could affect the financial sustainability of the partnership with consequent impact to service delivery. | HSCP SMT | <p>There are a number of aspects contributing to this risk as follows:</p> <p>1. Service Areas individually, or in combination, experience expenditure levels which exceed funding allocations negatively impacting on the overall financial position of the partnership due to:</p> <p>a) Pay growth (inflation, annual pay award proposals and increases to National Insurance)</p> <p>b) Prescribing</p> <p>c) Sickness & Absence cover</p> <p>d) Community equipment expenditure</p> <p>e) Impact arising from Resource Allocation Model</p> <p>f) Financial impact of any clinical failures</p> <p>g) Compliance with new statutory requirements</p> <p>h) Increased service demand</p> <p>i) Increased supply chain costs due to Brexit, Ukraine and COVID impacts</p> <p>j) Additional costs incurred as a result of COVID-19</p> <p>k) Challenging financial outlook for IJB</p> <p>l) Significant levels of non-recurring funding does not support longer term sustainability of services</p> <p>m) Additional uplifts requested arising from external providers</p> <p>2. The requirement for savings to be delivered as part of the medium-term financial plan could have an impact on the delivery of existing front-line services. The need for savings has been confirmed and a range of options are being progressed for consideration.</p> | Increase | A number of contributing factors; National Insurance increase, cessation of COVID funding from 31 st March and ongoing supply chain cost impacts. | |
| | | | Risk Code | Category | Risk Management Approach |
| | | | RSK02 | Financial | Treat |
| | | | Current Likelihood | Current Impact | Current Evaluation |
| | | | 04 | 05 | 20 High |
| | | | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 04 | 04 | 16 Moderate |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| <p>Supporting frameworks & strategies:</p> <ul style="list-style-type: none">- Financial management framework implemented.- Focus on Recovery and Renewal activity.- Strategic Plan 2022-2025 approved by IJB March 2022 and Strategic Delivery Plan in June 2022- Medium Term Financial Plan for 2022-2025 approved by IJB March 2022 <p>Reporting/monitoring at strategic fora:</p> <ul style="list-style-type: none">- Financial information is reported regularly to the Integration Joint Board and the Senior Management Team.- Financial performance meetings in place with HSCP Chief Officer, Chief Finance Officer, NHS Director of Finance and Council Director of Finance and Resources.- Regular meetings of Medicines Management Group with a focus on prescribing year end out-turn.- Ongoing discussion at GP forum on importance of prescribing financial break even.- Ongoing reporting to Scottish Government on COVID-19 expenditure and discussions on cost recovery.- Robust financial monitoring and budget setting procedures including regular budget monitoring with budget holders.- Prudent use of our reserves policy <p>Savings programme</p> | | | HSCP Senior Management Team | Historic | Ongoing |

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| <ul style="list-style-type: none"> - Savings for FY21/22 agreed at IJB March 21 fully delivered by year end (circa £1.135M) - Tier One savings identified and agreed by IJB for delivery FY22/23 (circa £360k) - Further savings & transformation options in development, to be brought forward to the IJB in 2022/23 | | | |
|--|-------------|---------|---------|
| Mitigating / Preventing Actions Planned | Assigned to | Date | Status |
| - Implementation and ongoing monitoring of identified savings and transformation options, as approved by IJB. | N/A | Sept 22 | Ongoing |

RSK03 Increase in physical and mental health inequalities

| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
|--|---|---|---|-----------------------------------|--------------------------|
| There are a risk that physical and mental health inequalities increase, meaning that service users and patients present with higher levels of need, lower levels of resilience and fewer opportunities to participate fully in their communities. | Head of Strategic Planning & Health Improvement | It is recognised that physical and mental health inequalities are highly likely to increase. This may result from long-term conditions, an ageing population, long term impacts of COVID on mental health and Long COVID itself, increasing poverty due to the cost-of-living crisis, increased deprivation or individual risk-taking behaviours resulting in a population with higher levels of need, lower levels of resilience and fewer opportunities to participate fully in their communities. This must be actively considered with regards to the creation of any Health Improvement plans and Partnership working agreements. | No Change | N/A | |
| | | | Risk Code | Category | Risk Management Approach |
| | | | RSK03 | Operational | Treat |
| | | | Current Likelihood | Current Impact | Current Evaluation |
| | | | 04 | 04 | 16 Moderate |
| | | | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 04 | 04 | 16 Moderate |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| Actions undertaken: <ul style="list-style-type: none">There has been a further increased focus on inequalities across a range of HSCP initiatives. A number of teams which maintain a focus on this aspect are in place, including the community link and health improvement teams. There is a new role appointed in Jan 22 to focus solely on equalities.In addition, following a review of our strategic plan priorities a number of activities are underway within our Recovery and Renewal activity; delivery of a community-led approach to health and wellbeing with targeted approaches to raise awareness.The HSCP tracks performance within the Health inequalities outcome (number 5 in National H&W Outcomes) and also continues to monitor population data and trends.Funding was secured for 2021/22 to deliver projects which are aimed at reducing specific inequalities and promote health and wellbeing.Inclusion of health, wellbeing, and inequalities within development of Strategic Plan 2022-25Scottish Govt £15m Communities Mental Health & Wellbeing fund - £500k allocated to Engage Renfrewshire to allocate to local projects. £15m announced by SG for second year of fund (May 2022).Strategic Plan 2022-25 approved by the IJB in March.Additional monies secured as part of winter funding directed to equalities projects; befriending.Supporting strategic development plans to underpin the Strategic Plan approved by IJB in June 2022. | | | Strategic Planning & Health Improvement | Historic | Complete |
| Mitigating / Preventing Actions Planned | | | Assigned to | Date | Status |
| Actions underway: <ul style="list-style-type: none">Ongoing work with SPG partners to further develop approach to improving health and wellbeingHealth Improvement Team continue to progress local priorities | | | Head of SP & HI | Sept 2022 | Ongoing |

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| RSK05 Further waves of COVID | | | | | |
|--|---------------|--|---------------------|---|--------------------------|
| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
| There is a risk that further waves of COVID could have significant impacts on HSCP operational arrangements, particularly staffing, service provision, and overarching IJB governance. | Chief Officer | <p>The risk is that further disruption to the delivery of strategic and transformation plans, in addition to operational day to day commitments because of:</p> <ul style="list-style-type: none">• The HSCP needing to implement support measures to prevent the spread of COVID-19• The impact of COVID-19 on services users and demand on services:<ul style="list-style-type: none">(a) Provision of additional COVID services(b) Provider sustainability payments(c) Uncertainty over length of pandemic and additional funding available(d) Increased levels of care required due to long covid and increased mental health issues(e) The impact on staff; sickness, mental health, and utilisation to support services• Impact of increasing levels of demand and client expectations• The suitability, affordability, and stakeholder support to achieve the NHS remobilisation plan, Renfrewshire Council's recovery plans and ultimately the HSCP's overall plan. | No Change - Monitor | <p>Agreed at March IJB to reduce likelihood as appropriate and monitor as a lower scored risk as mitigating actions for other linked risks are managing the expected impact.</p> <p>Rationale is that IJB Governance and operational response arrangements are well tested and embedded. Other aspects of the risk regarding staffing impact, further outbreaks, and failure to deliver upon strategic and operational plans are covered by other risks and issues.</p> | |
| | | | Risk Code | Category | Risk Management Approach |
| | | | RSK05 | Operational | Treat |
| | | | Current Likelihood | Current Impact | Current Evaluation |
| | | | 03 | 03 | 09 Low |
| | | | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 03 | 04 | 12 Moderate |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">• The IJB are now meeting within the normal regular cycle.• Meetings will continue to be conducted remotely using a video and/or audio service that will enable all members to participate.• The risk management framework and policy has been updated to reflect on learnings from COVID and provide the flexibility needed regards risk tolerance required within a pandemic. This is in the process of being rolled out.• Public health measures have been implemented; including vaccinations in 2020/2021 and current planning for vaccinations for 2022/2023 is underway. | | | N/A | Historic | Ongoing |
| Mitigating / Preventing Actions Planned | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">• Ongoing monthly review of COVID risks across services, with escalation measures implemented as necessary• If required in the future additional meetings of the IJB can take place and / or delegations to the Chief Officer can be revisited if deemed appropriate.• Delivery of Recovery Plans, including the NHS Remobilisation Plan | | | Chief Officer | September 2022 | Ongoing |

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| RSK06 National Care Service | | | | | |
|---|---------------|--|---------------------|-----------------------------------|--------------------------|
| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
| There is a risk that the creation of a National Care Service results in potentially significant structural, organisational and governance change which could be challenging to resource alongside operational commitments. | Chief Officer | The published analysis of NCS consultation responses showed support for the wide-ranging proposals made and the implementation of these is therefore likely to place significant demands on HSCP resources to deliver, alongside the delivery of ongoing operational and strategic plans. The Scottish Government have now published a high-level Bill to enable creation of the NCS. This lacks detail but is expected to have significant impact on IJB role and governance through creation of Local Care Boards. Further impacts on staffing, finance, property and technology will also occur. A series of NCS bill Q&A sessions have been held and these have highlighted a commitment that the NCS will be shaped via Co-Design, but also that there are a significant number of questions which cannot be answered at the current stage of the process. The level of risk therefore remains high. | No Change | N/A | |
| | | | Risk Code | Category | Risk Management Approach |
| | | | RSK06 | Operational | Treat |
| | | | Current Likelihood | Current Impact | Current Evaluation |
| | | | 05 | 05 | 25 High |
| | | | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 05 | 05 | 25 High |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">There are likely to be recommendations which are phased for delivery over the term of this Parliament, to enable some prioritisation of resource.The HSCP has a Change and Improvement team that can be directed to key areas of activity requiring delivery.Continued review of the progress of recommendations progressing through parliament to assess potential resource and plan implications.Implementation of Strategic Plan to consider the need for flexibility in delivery.IJB response submitted to Scottish Government consultation on proposals for National Care Service. | | | Chief Officer | Historic | Ongoing |
| Mitigating / Preventing Actions Planned | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">Scottish Government consultation results have been shared and these have been reviewed and discussed across the HSCP to understand the impacts.Draft Bill published by the Scottish Government and engagement sessions currently underway.Continue to review available resources to manage required change as expectations are clarified. | | | Chief Officer | End Sept 2022 | Ongoing |

| RSK07 Workforce planning and service provision | | | | | |
|--|------------|---|---------------------|-----------------------------------|--------------------------|
| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
| <p>There is a risk that a range of factors may impact on the ability to fully implement workforce plans and could lead to longer term workforce difficulties, shortages in some skill sets, therefore potential impact on service delivery and the IJB's ability to deliver upon the strategic plan.</p> <p>*Please also see Issue ISS01: Issues attracting and retaining staff</p> | HSCP SMT | <p>A flexible, skilled, and suitably certified workforce is essential to service provision and delivery of the IJB's strategic plan. Workforce risks can result in increased financial costs and include:</p> <ul style="list-style-type: none">Prolonged vacancies within services. Specific pressures exist around medical staffing (specific roles are in national shortage), District Nursing and Care at Home servicesSufficient numbers of qualified staff with the correct registrationsPressures resulting from additional planning structures which require managerial and clinical input.GP practice handing back their contract and the HSCP having to run the practiceHigh levels of fatigue and unused annual leave from COVID resulting in increased absenceAdditional risks to meeting service demand posed by sickness/absence levels and an ageing workforce leading to increased levels of future retirements.Vacancies or absence within providers, and or providers making decisions to hand back care agreements or not accept new packages/residents.Timely access to the correct tools and accommodation for staff; laptops, mobiles, systems access, uniform, and sufficient space for the services to undertake their roles.Utilisation of non-recurring funding for roles does not make the roles attractive due to their temporary nature. | No Change | NA | |
| | | | Risk Code | Category | Risk Management Approach |
| | | | RSK07 | Operational | Treat |
| | | | Current Likelihood | Current Impact | Current Evaluation |
| | | | 05 | 05 | 25 High |
| | | | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 05 | 05 | 25 High |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">Operational – management of risk and staff deployment through forward planning of rosters, quality assurance re shifts good practice and daily/weekly reviews of service staffing. Utilisation of bank/agency staff / overtime where required. Introduction of staffing dashboard to monitor staffing levels in critical services.HR & Recruitment – vacancy risk assessment undertaken, reduced timescales from request to advert, robust application of absence management processes, regular review / refresh of statutory and mandatory training and professional registration / revalidation and adherence to application checklists (e.g., disclosure); process for monitoring clinical references. Completion of two job fairs to attract staff and service meetings established to manage recruitment and retention issues collaboratively.Business Continuity – winter planning alignment with ongoing business continuity and risk management to identify issues early. Staffing review undertaken to understand staff willingness to volunteer and deploy in other services should the need arise.Winter funding – specific group established to track the progress regards spend / recruitment of additional and new roles.Independent Contractors – collaborative working with Primary Care and cluster support for GP practices / services, through delivery of the Primary Care Improvement PlanFocused Development session held with IJB on workforce planning and challenges on 5th November 2021Development of an interim one-year workforce plan for 2021/22, and draft 2022 to 25 plan approved by IJB in June 22 | | | N/A | Historic | Ongoing |
| Mitigating / Preventing Actions Planned | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">Integrated workforce plan for 2022 to 25 was submitted to SG in draft at the end of July and will be submitted to the IJB for approval in November 2022 following reflection of any feedback from the Scottish Government. | | | Head of SP&HI | October 2022 | Ongoing |

| RSK08 Impact of 2022 local elections on Strategic Plan | | | | | |
|---|---------------|---|---|--|--------------------------|
| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
| There is uncertainty arising from the 2022 local elections which may result in new members of the IJB who have a different perspective on the direction set out in the Strategic Plan which is scheduled for approval by the IJB in March 22. | Chief Officer | There is uncertainty relating to the 2022 local elections as these may result in new members of the IJB, who may have a different perspective on the priorities and direction set out in the Strategic Plan which is scheduled to be approved by the IJB in March 2022. | Proposed Closure | Strategic Delivery Plan approved by IJB, including new members, in June 2022 | |
| | | | Risk Code | Category | Risk Management Approach |
| | | | RSK08 | Strategic | Treat |
| | | | Current Likelihood | Current Impact | Current Evaluation |
| | | | 02 | 04 | 08 Low |
| | | | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 02 | 04 | 08 Low |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">Focused session held with Strategic Planning Group to discuss and agree the approach to developing the Strategic Plan, and associated consultation requirements.The IJB approved the strategic planning approach in June 2021 with continued engagement internally, with the SPG, voluntary sector and partners (Council and NHS GGC) to further develop the approach.Care Planning Groups implemented throughout August 21, with high-level plan approved by IJB in November 2021Formal consultation completed in alignment with the agreed plan at the end January 2022Strategic Plan approved by IJB in March 2022Supporting Strategic Delivery Plan approved by IJB in June 2022 | | | Head of Strategic Planning and Health Improvement | N/A | N/A |
| Mitigating / Preventing Actions Planned | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">Care Planning Groups continue to meet in 2022, with consolidated annual development plans being created and monitored collaboratively. | | | Head of SP & HI | Sept 2022 | Ongoing |

| RSK09 National risk of litigation and reputational damage following future public inquiry into COVID response | | | | | |
|---|------------|--|-----------------------------|---|--------------------------|
| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
| There is a national risk of litigation and reputational damage across integrated health and social care services following the UK-wide public enquiry into the handling of the COVID pandemic, commencing in 2022. We are not aware of any increased comparative risk in Renfrewshire. | HSCP SMT | There is a risk of litigation and reputational damage applicable across health and social care nationally and facing all integrated health and social care service providers, as a result of the UK-wide public inquiry into the handling of the COVID pandemic. The Scottish Government has also committed to completing an inquiry in Scotland and the terms of reference for this was updated on 9 June. There continues to be significant media interest nationally. There is no evidence that this risk is any higher for Renfrewshire than for any other integrated health and social care service. | No Change | Awaiting the conclusion of the Scottish enquiry | |
| | | | Risk Code | Category | Risk Management Approach |
| | | | RSK09 | Strategic | Treat |
| | | | Current Likelihood | Current Impact | Current Evaluation |
| | | | 03 | 05 | 15 Moderate |
| | | | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 03 | 05 | 15 Moderate |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">Implementation of Local Response Management Team and Recovery and Renewal governance during pandemic, and ongoing input into NHS GGC and Renfrewshire Council governance.Vaccination programme rolled out across Renfrewshire; in alignment with National Vaccination guidance; all staff and care home residents have been offered the vaccine and a third vaccination/booster. Programme also performing well for residents and service users.Commissioning Teams & Community Services are supporting care homes to ensure that they remain open for admission and are prepared for the care of patients with possible or confirmed COVID-19.Significant support also being provided by Public Health, Infection Control and Procurement.Testing of all residents and staff in care homes implemented and regularly re visited.Testing of all staff implemented as per National GuidanceDaily huddles and multi-agency assurance and support for Care Homes in place.Clinical support and leadership through general practice and district nursing.Local proactive support arrangements for infection control, training, practice, supervision and for implementing social distancing and other measures such as reduced or no visiting policies.PPE arrangements established and monitored locallyDashboards and reports developed to allow identification of any COVID 'hotspots' and trendsRegular reporting from Renfrewshire Council, NHS GGC and Renfrewshire HSCP to Scottish Government. | | | HSCP Senior Management Team | Review Oct 2022 | Ongoing |
| Mitigating / Preventing Actions Planned | | | Assigned to | Date | Status |
| Continuation of the above and service recovery in line with updated Scottish Government framework published in February 2022 | | | N/A | N/A | N/A |

| RSK10 Failure or loss of major service provider or independent contractors | | | | | |
|---|------------|--|---------------------|---|---------------------|
| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
| There is a risk that we may experience failure, loss, or reduced quality (either permanent or temporary loss) of a major service provider, which may impact on our capacity to deliver services, protect vulnerable children and adults, and may impact on additional costs to cover key services. | HSCP SMT | <p>The context of this risk is with regards to the failure or reduced quality of provision by independent providers of care homes, care services, mental health provision or GP practices. There is financial instability within the sector due to COVID-19, the cost-of-living crisis and additional impacts from Brexit.</p> <p>In October 21, independent contractors were to this risk as we are starting to see pressure build within this area. For example, some providers have confirmed they are unable to take new commitments, cancelled all current outreach and or reduced other commitments.</p> <p>In February 22, a practice was managed as a 2c practice prior to its closure, after which patients were migrated to other local practices.</p> <p>The likelihood of the IJB being asked to cover additional costs from providers, as they attempt to cover rising supply chain and operational costs, is increasing.</p> | Increase | Continued demand and financial pressures in this area | |
| | | | Risk Code | Category | Risk Management |
| | | | RSK10 | Operational | Treat |
| | | | Current Likelihood | Current Impact | Current Evaluation |
| | | | 04 | 05 | 20 High |
| | | | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 04 | 04 | 16 Moderate |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| <p>Procurement and commercial processes</p> <ul style="list-style-type: none">Appraisal of providers and independent contractors conducted as part of procurement process.Purchasing patterns monitored by Finance Team and senior managers.Programme of reviews of all service providers.Contract compliance, performance monitoring and reviews for service providers and the two hospices <p>Support arrangements</p> <ul style="list-style-type: none">Provider Sustainability programme will continue until the end of June 22, with the Social Care Staff fund extended to September 2022 and financial support for testing and vaccinations extended until end March 2023.Main providers registered and monitored by Care Inspectorate, with reports accessible for review. Participation in local and national contingency arrangements relating to providers facing financial uncertainty to ensure minimal impact on local service users. Care Inspectorate also included in discussions.Providers have also been directed to the National and Scottish Government guidance which outlines these various actions including ensuring links to their supply chains and ensuring robust business continuity arrangements are in place.Enhanced governance arrangements for care homes have been implemented across Health Boards at the direction of the Cabinet Secretary in response to COVID-19. These arrangements have significantly increased monitoring of commissioned services and include multi-disciplinary daily huddles and assurance visits.Emergency legislation enacted to enable Health Boards and local authorities to step in to manage failing care homes during the COVID-19.The options for managing disruption to GP practices have been documented and clear processes discussed and established should any situation arise. As at Feb 22 we had one practice run as a 2c practice by the HSCP, this subsequently closed in March 2022 with patients being transferred to other practices. | | | NA | Review Sept 2022 | Ongoing |
| Mitigating / Preventing Actions Planned | | | Assigned to | Date | Status |
| Ongoing monitoring and the above | | | N/A | N/A | N/A |

| RSK11 Delivery of the GP Contract / PCIP | | | | | |
|---|---|---|---------------------|-----------------------------------|--------------------------|
| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
| There is a risk that the HSCP will not be able to deliver services as outlined within the GP Contract / PCIP by the required timelines, due to the scale of work required, workforce availability and allocated funding. | Clinical Director and Chief Officer | Current proposed funding will not cover the full cost implementation of the contract. | No Change | N/A | |
| | | Staffing is under pressure due to the pandemic, high turnover, and recruitment issues (availability of specific staff). | Risk Code | Category | Risk Management Approach |
| | | | RSK11 | Clinical | Treat |
| | | Initial scope included 6 MOU areas. There is now greater priority on 3 of these: pharmacotherapy, VTP and CTAC which need to be delivered by 2022/23. The remaining 3 require to be delivered by 2023/24. | Current Likelihood | Current Impact | Current Evaluation |
| | | | 05 | 04 | 20 High |
| | | In order to be able to deliver the GP Contract additional property accommodation is required for treatment rooms / pharmacy hubs and also to support the growth in the sizes of the teams created for the purpose of multi-disciplinary service delivery. | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 05 | 04 | 20 High |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">Updated MoU published on 2nd August 2021.Clinical Director providing support and guidance to GP services reporting challenges in recruitment and capacity Regular reporting to the Scottish Government regards progress and to inform National direction. Deep dives are planned with the government to look at the needs within some of the key MOU areas.Property audit has identified suitable space to accommodate teams and services; treatment rooms and pharmacotherapy which has supported feasibility studies regards delivery of service.Issue regarding funding available to support delivery of the GP Contract / PCIP has been escalated to the NHS GGC Primary Care Board and also SMT.Additional funding of £550K secured in a Scottish Government bid as part of 'Winter Funding' which will help to fund the Primary Care Improvements. This is recurring funding.We have now delivered 14 practices out of 28 into treatment rooms.Responsibility for vaccinations that were previously delivered in GP practices have now transferred from GPs to the HSCP, this was a key requirement for delivery under the contract by March 2022. | | | Clinical Director | Review end Oct2022 | Ongoing |
| Mitigating / Preventing Actions Planned | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">Continuation with the aboveProjects underway to complete feasibility studies via NHS capital planning to identify suitable accommodation.Work is underway to rollout pharmacy hub model across Renfrewshire, the anticipated go live is autumn 2022. | | | N/A | N/A | N/A |

| RSK12 Failure to achieve targets and key performance indicators | | | | | |
|--|------------|---|---------------------|--|---------------------|
| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
| There is a risk that failure to deliver upon the required Strategic Plan targets and standards, and other key performance indicators, could result in a decreased level of service for patients and service users. | HSCP SMT | This risk is fourfold: <ul style="list-style-type: none">• The IJB and HSCP's ability to define appropriate local strategic plan• The IJB and HSCP's ability to deliver upon said strategic plan• The IJB and HSCP's ability to evidence that we have achieved the outcomes required within the strategic plan.• There is also a risk that the dependencies between our strategic plan and national planning, and partner strategies are not aligned.• The dependencies between the delivery of targets and wider risks relating to financial and workforce challenges (Risks 1, 2 7 and Issue 1) | No change | Strong alignment between our strategic, medium term financial and workforce plans. National policy changes pose a risk but mitigated by annual review of strategic plan. However, related financial and workforce impacts remain which may impact on delivery. | |
| | | | Risk Code | Category | Risk Management |
| | | | RSK12 | Strategic | Treat |
| | | | Current Likelihood | Current Impact | Current Evaluation |
| | | | 03 | 03 | 09 Low |
| | | | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 03 | 03 | 09 Low |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">• Performance reports presented to all IJB meetings with full scorecard presented 6-monthly and annual reports produced to support monitoring and planning.• Organisational Performance Reviews with Chief Executives of NHSGGC and Renfrewshire Council• National, NHSGGC, Ministerial Steering Group and local performance measures• Regular review of key performance indicators with performance support available to all service areas• Review of systems used to record, extract and report data and development of data capture systems to inform local planning.• Needs Assessment carried out• Review of integration scheme in line with legislation and development of strategies in line with statutory guidance• Undertaking equality impact assessments to evidence how plans and strategies will support those in need• Ongoing budget monitoring and management to meet service demands• Staffing resources are flexed to meet priorities/demand• Quality care and professional governance arrangements• Ongoing work developing a culture of performance management and link to Recovery and Renewal Programme• Ongoing maintenance of performance management framework agreed by IJB September 2021, next update due November 2022• Strong alignment between our strategic plan, medium term financial plans and our workforce plan• There remains a risk of national policy changes which could affect our alignment, but our review of strategic plan progress should mitigate against this risk. | | | SMT | Review Oct 2022 | Ongoing |
| Mitigating / Preventing Actions Planned | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">• Continuation of the above• Alignment of new Strategic Plan within performance monitoring processes | | | Head of SP&HI | Review Oct 2022 | Ongoing |

| RSK13 Cyber threats pose an increasing risk | | | | | |
|---|---|--|---|---|-------------------------------|
| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
| Cyber threats are an increasing risk to the HSCP and our respective partner organisations and there is a risk that either partner could be targeted to disrupt key infrastructure. | NHS - Director of eHealth Council - Head of IT | Cyber threats are a dynamic and growing threat to the HSCP and our partner organisations; NHS and Renfrewshire Council. Until recently, much of the focus of such threats was the theft of financial data, not personal or patient/service user information. However, there is now a growing risk that we will be targeted in order to disrupt a key component of critical national or local infrastructure. This risk has heightened during the COVID-19 pandemic as we have seen a 40% increase in attempts. As the HSCP's ICT infrastructure is provided by NHS GGC and Renfrewshire Council, the responsibility for addressing this risk sits with our partner organisations however shall be maintained in this log for monitoring. Since the last report the HSCP has been notified of a contracted provider and NHS24 cyber breaches and has been focusing our Business Continuity Review on how the Partnership would operate in the event of a data or systems breach. | Increase | Civil contingencies advise that the Ukraine situation has increased the potential of cyber-attack with recent external examples of such issues. | |
| | | | Risk Code | Category | Risk Management Approach |
| | | | RSK13 | Strategic | Treat via Partners (Transfer) |
| | | | Current Likelihood | Current Impact | Current Evaluation |
| | | | 05 | 04 | 20 High |
| | | | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 04 | 04 | 16 Moderate |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">HSCP staff are reminded to follow the relevant GDPR and Information Security policies for their employment organisation.Renfrewshire Council have recently (Q2 and Q4 2021) reinforced their Information Security Policy and released several comms to staff regarding security of data and data protection generally. The Council have also conducted a Council-wide phishing scam test to raise awareness of the practice and inform lessons learned.NHS GGC operates a multi layered security model to defend against cyber threat.Both NHS GGC and Renfrewshire Council maintain appropriate information governance controls and governance structures to monitor and manage risks.The eHealth Directorate and Renfrewshire Council continue to build upon cyber defences with controls in place.Further implementation of additional cyber security prevention in alignment with National guidance by both partner organisations in light of the additional Ukraine risk. | | | NHS - Director of eHealth Council – Head of IT | Historic | Ongoing |
| Mitigating / Preventing Actions Planned | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">Continuation of the aboveFurther discussion with NHS and Council regards ongoing work in this space and also regards Business Continuity Planning review elements to ensure we have robust plans to access critical service data in the event of a data/systems breach. | | | NA | Review Oct 2022 | Ongoing |

| RSK14 Capital funding and complexities of property planning in an integrated setting | | | | | |
|---|-----------------------|--|-----------------------|-----------------------------------|-------------------------------|
| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
| There is a risk that limited capital funding and the complexities of co-ordinating relevant property strategies and planning between partner organisations could create additional challenges in delivering the IJB's strategic plan in the medium- to long-term. | Chief Officer and CFO | <ul style="list-style-type: none">There is a risk that limited capital funding, and the complexities of coordinating a property strategy consistently across both NHS and Council properties, could create additional challenges in delivering the IJB's strategic aims in the medium to long term.Capital planning is reserved to the IJB's partner organisations. As such the ability to influence property strategies on an ongoing basis is required.Ongoing maintenance requirements across the estate.An increase in staff to support service recovery is also adding accommodation pressure. | No Change | NA | |
| | | | Risk Code | Category | Risk Management Approach |
| | | | RSK14 | Strategic | Treat via Partners (Transfer) |
| | | | Current Likelihood | Current Impact | Current Evaluation |
| | | | 04 | 05 | 20 High |
| | | | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 04 | 05 | 20 High |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">Property Strategy workstream established within the HSCP to gather key data to understand the current position across all our services including the challenges faced. Working directly with Renfrewshire Council to determine staff workplace requirements and NHS Estates team regards the property actions required.Primary Care Property Strategy submitted to IJB 25 June 2021.A property data gathering exercise completed to support the determination of property priorities.Funding secured for a 2-year temporary property manager in Q3 2021, post started in December 2021.Refreshed HSCP Property Strategy Group commenced 11th May 2022.Ongoing attendance at the NHS Board/HSCP Capital Planning Group | | | Chief Finance Officer | Review Oct 2022 | Ongoing |
| Mitigating / Preventing Actions Planned | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">Refreshed assessment of service and team needs as HSCP transitions in line with Scottish Government Strategic FrameworkDraft Property Strategy to be brought to IJB in November 2022. | | | Chief Finance Officer | Review Oct 2022 | Ongoing |

| RSK15 COVID Impact on compliance with Mandatory Training | | | | | |
|--|------------|--|--------------------------------|-----------------------------------|--------------------------------|
| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
| There is a risk that the pressures on staffing caused by the demands of the COVID-19 pandemic, subsequent waves, and recovery needs, will impact on timeous completion of mandatory training. This could impact on the provision of a safe working environment for staff and patients / service users. | SMT | Staff within the HSCP are required to undertake a range of mandatory training as part of their duties and responsibilities. However, the demands of the COVID-19 pandemic on staff time in response to the pandemic, on staff absence and current increased levels of annual leave where staff have previously been unable to take this, limits the time staff may have available to undertake mandatory training. | No Change | N/A | |
| | | | Risk Code | Category | Risk Management Approach |
| | | | RSK15 | Operational | Treat with Partners (Transfer) |
| | | | Current Likelihood | Current Impact | Current Evaluation |
| | | | 03 | 04 | 12 Moderate |
| | | | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 03 | 04 | 12 Moderate |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">Continued compliance with Staff Governance standardsCreation of a dashboard underway to present consolidated view of Health and Safety information for the HSCP in a single view. This will enable trends and areas of concern to be easily identified and action taken.Collaborative working between the NHS and Council regards to Health and Safety, via a network of advisors ensures that the partnership correctly applies the required H&S standards.Recording of incidents, including violent incidents are reviewed by Service Managers with data presented on a regular basis prior to them being reviewed via the Joint Health and Safety Committee (includes trade unions)Workforce planning activity will reinforce Health and Safety as a core objectiveCompletion of individual risk assessments for clients and warning flag system in place on electronic care records.Guidance for safe clinical and care environments is regularly reviewed and maintainedOngoing programme of staff training, including mandatory and statutory training, on health and safety issues (sharps, manual handling, and fire)Appropriate processes have been created and are invoked in cases of adverse weather for community-based servicesFollowing investigations of significant adverse events (including RIDDOR reportable), process improvements are identified and implemented, being overseen via the most appropriate governance structure.Occupational Health services and staff support services are available and regularly communicated to staff.Renfrewshire Council policies and procedures regards DSE assessments are regularly monitored | | | Head of Health and Social Care | Historic | Ongoing |
| Mitigating / Preventing Actions Planned | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">Monthly review of training compliance continues. | | | SMT | Review Oct 2022 | Ongoing |

| RSK16 Delivery of Addictions Support in Renfrewshire | | | | | |
|---|------------|--|---|-----------------------------------|--------------------------|
| Risk Statement | Risk Owner | Risk Description | Movement | Reason for Movement if applicable | |
| There is a risk that the support provided to those with Addictions in Renfrewshire by the range of partners within the ADP, and the recommendations being implemented from the Alcohol and Drug Commission, may not prevent future increases in the number of drug and alcohol related deaths within the area. | SMT | The National Records of Scotland published drug related death figures for 2020 and in Renfrewshire 67 people sadly lost their lives. For 2021, recent figures show 50 people died. Every life lost because of drug or alcohol harm is a tragedy. Statistics show that around 66% drug deaths are individuals not known to services or in treatment at time of death. Partners across Renfrewshire continue to work closely and collaboratively to develop services to support to those with addictions, and a range of actions are outlined in the mitigating / preventing actions below. However, in response to the latest figures on drug deaths, it is important that the HSCP and ADP partners review existing strategy and plans to ensure that those at risk can be reached and supported as early as possible to prevent drug related deaths in future Figures published by NRS have also shown that between 2017 and 2021 a total of 227 deaths were caused by Alcohol in Renfrewshire. This is the eighth highest figure across the 32 Scottish Local Authorities. | No Change | N/A | |
| | | | Risk Code | Category | Risk Management Approach |
| | | | RSK16 | Strategic | Treat with ADP |
| | | | Current Likelihood | Current Impact | Current Evaluation |
| | | | 03 | 04 | 12 Moderate |
| | | | Previous Likelihood | Previous Impact | Previous Evaluation |
| | | | 03 | 04 | 12 Moderate |
| Mitigating / Preventing Actions Complete or Ongoing | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">The review of 2019 and 2020 drug deaths within Renfrewshire has been completedRecovery hub refurbishment complete and services established in November 2021Extended distribution of NaloxoneWorking with Peer NavigatorsUse of Near Me to encourage engagementExtended access to residential rehabilitation services.Close collaboration with colleagues from the emergency department at the RAH following near fatal overdoses.Ensure that rapid restart of treatment is available following relapse.Adopted an assertive outreach approach for service users.Have a clear pathway in place for those who are released from prison.Developing and implementing the Drug Deaths Prevention Action PlanContinuing to implement the recommendations of the Alcohol and Drug CommissionHarm reduction unit established in December 2021 (HaRRT - Harm and reduction response team)Drug death prevention officer role recruited to the ADPOngoing review of plans alongside the ADP with continued updates from all parties.Multiagency review and discussions required regards further actions capturedSpecialist Alcohol Outreach Team in place - the aim of their work is to provide care in the community for frequent attenders at the RAH who do not engage with other services.A dedicated post was created to increase the number of Alcohol Brief Interventions delivered across Renfrewshire. | | | ADP Head of MH, LD, and Addictions | Review Oct 2022 | Ongoing |
| Mitigating / Preventing Actions Planned | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">Updated figures on drug deaths to be received quarterly rather than annually to support quick review and identification of learningAn enhanced multi-agency approach to the review of drug-related deaths that occur in Renfrewshire is current under development which includes the implementation of a multi-agency drug death review group (DDRG) which will commence in H2 2022.Regular meetings with partners to discuss and learn from non-fatal overdosesA Preventing Drug Deaths Action Plan for Renfrewshire is currently being created. | | | ADP | Review Oct 2022 | Ongoing |

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|--|--------------------------------|--|--|
| <ul style="list-style-type: none"> Ongoing planning continues around alcohol and drug services to address the requirements of the wider Renfrewshire community. This work will address any requirements aligned to the delivery of the National MAT standards and alcohol quality principles. A dedicated post to review Alcohol Related Deaths will be recruited in 2022 for one year and will embed process going forward. | Head of MH, LD, and Addictions | | |
|--|--------------------------------|--|--|

| ISS01 Issues regards attracting & retaining staff | | | | | |
|---|-------------|--|---------------------|-----------------------------------|---------------------------|
| Issue Statement | Issue Owner | Issue Description | Movement | Reason for Movement if applicable | |
| Challenges in attracting and retaining staff across a range of roles within HSCP services, because of a range of factors, is contributing to constraints in service delivery. | SMT | It has become increasingly difficult to attract and retain the right staff for various roles across the HSCP. A number of services are now experiencing significant challenges with recruitment due to the following: <ul style="list-style-type: none">• Changes due to the Scottish Government nursing agenda has resulted in some posts more attractive than others and also altering the role requirements (specified nursing degrees). District and School nursing are particularly affected.• Varying rates of pay and conditions across HSCPs• A general shortage locally and nationally for specific roles.• A perceived reduction in number of applicants for frontline roles such as Care at Home in light of the impact of the pandemic and its associated challenges.• The NCS Bill is also adding uncertainty for the future of social care roles. | No Change | NA | |
| | | | Issue Code | Category | Issue Management Approach |
| | | | ISS01 | Operational | Treat |
| | | | Current Impact | Current Evaluation | |
| | | | 05 | Extreme | |
| | | | Previous Likelihood | Previous Evaluation | |
| | | | 05 | Extreme | |
| Mitigating and Recovery Actions Complete or Ongoing | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">• HR & Recruitment – risk assessment undertaken re vacancies, reduced timescales from request to advert, robust application of absence management processes, regular review / refresh of statutory and mandatory training and professional registration / revalidation and adherence to application checklists (e.g., disclosure)• Implementation of alternative recruitment routes where possible in agreement with HR & OD• Development of interim workforce plan 2021-22, and a workforce plan for 2022 to 25 which was reviewed in draft at IJB June 2022 and submitted to SG for comment at the end of July 2022.• Winter planning – 3-month forward plan completed to ensure adequate staffing and contingency. Scenario planning completed with services – to identify any possible additional staffing mitigations.• Contingency exercise completed to identify staff who are willing to volunteer to support other services should the situation arise.• Implementation of workforce status dashboard, and daily situational reporting established for critical services regards staffing | | | HSCP SMT | Review Sept2022 | Ongoing |
| Mitigating / Recovery Actions Planned | | | Assigned to | Date | Status |
| <ul style="list-style-type: none">• Work continues with services to work collaboratively to identify and complete actions to improve staff retention and recruitment, define innovative approaches to recruitment. Completion of two job fairs to attract staff.• Independent Providers – collaborative working with Primary Care and cluster support for GP practices / services. | | | HSCP SMT | Review Sept 2022 | Ongoing |

[This concludes the RHSCP Risk and Issue Report for 09 September 2022 IJB Audit, Risk & Scrutiny Committee]