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

**On:** 24 March 2023

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**Report by:** Strategic Lead and Improvement Manager

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**Heading:** Update on Risk Register

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## **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 November 2022.
- 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 undertaken to implement the revised Risk Management Framework across operational services within the HSCP, including on the ongoing monitoring of the take-up of the online training module launched in August 2022 and the ongoing preparation with services for the planned internal audit of risk management arrangements commencing late March 2023 (section 4); and
  - Approve the updates made to the existing 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 completed include:

- Continued reviews to assist the Risk Network and services to follow risk management processes, supporting risk and issue reviews with service management teams.
- Continued operational risk and issue reporting to SMT by exception.
- Ongoing monitoring of staff completion of the online training module launched in August. Takeup rates have been impacted by continued service pressures.
- Ongoing meetings of the cross HSCP and NHS GGC 'risk working group' continue to be held monthly where consistency of risks is discussed, and best practice shared. Particular focus has been on resilience risks.
- Completion of winter planning activity for 2022-23 period and ongoing work to address resilience risks associated with any planned or unplanned power outages.
- Representation on, and participation in, the committee for the ALARM UK National Health and Social Care risk group, providing additional opportunity to identify and consider further examples of 'best practice.'
- The IJB Risk Framework has been included on the internal audit schedule and will commence in late March 2023, led by Azets. Supporting materials have been provided to the auditors in advance and a kick-off meeting is scheduled for 29 March. Following completion of the audit, any identified recommendations will be reflected in a planned review and update (as appropriate) of the risk management framework. This review will also ensure ongoing alignment with NHSGGC's recently approved risk management strategy. Renfrewshire HSCP have contributed to relevant discussions during the strategy's development.

## **5. Updates to the 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 new risks or issues incorporated 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 regarding completed and outstanding actions. This paper reflects the changes made to risks since the last update to the Committee.

5.2. It should be noted that the risk outlook is highly challenging, with many of the risks now being rated within the category of high. The current financial and operating context remains difficult across the public sector, and this is reflected in the nature of risks being identified.

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

- The risk score for 'Changing financial and demographic pressures' (RSK01) and 'Financial challenges causing financial instability for the IJB' (RSK02) are already at the highest rating available. It should however be noted that the ongoing financial context for the IJB remains

highly challenging and uncertain. Work is ongoing to enable the presentation of the legally required balanced budget to the IJB in March 2023. However, there is a risk that, should the IJB not approve a balanced budget at this meeting, a financial recovery plan will be required to support delivery of a balanced position in FY 23/24. The risks noted have therefore been updated to reflect this extremely challenging position.

- RSK03, 'Increase in physical and mental health inequalities' has been updated to reflect the work the HSCP has undertaken to support the Fairer Renfrewshire Committee to deliver the Winter Connections programme. The HSCP continues to monitor the impact of pandemic and the cost of living crisis within the volume and complexity of referrals being received.
- The risk rating for 'Capital funding and complexities of property planning in an integrated setting' has been increased this period to reflect the challenging financial context and increasing costs associated with property management, which is reserved to the IJB's partners in Renfrewshire Council and NHS GGC. These challenges will necessitate the ongoing review of what property is required and how it is utilised (RSK14).

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## 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 rolled out from July 2022. Reminders to be issued March 2023.
3. **Strategic Plan and Community Planning** – No direct implications from this report\*
4. **Wider Strategic Alignment** - No direct implications from this report\*
5. **Legal** – Supports the implementation of the provisions of the Public Bodies (Joint Working) (Scotland) Act 2014.
6. **Property/Assets** – No direct implications from this report\*
7. **Information Technology** – No direct implications from this report\*
8. **Equality and Human Rights** – No direct implications from this report\*
9. **Fairer Scotland Duty** - No direct implications from this report\*
10. **Health & Safety** – No direct implications from this report\*
11. **Procurement** – No direct implications from this report\*
12. **Risk** – This paper and attachments provide an update to the IJB's Risk Management Framework.
13. **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.*

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## List of Background Papers – N/A

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## Risk and Issue Register Executive Summary

This document reflects the status of the risks and issues in the IJB log at the end of February 2023. 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 any 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	9	4	2	0	0
Likelihood	Consequence Impact				
	1	2	3	4	5
5	5	10	15	20	25
				3	6
4	4	8	12	16	20
				1	
3	3	6	9	12	15
			2	1	2
2	2	4	6	8	10
1	1	2	3	4	5

## Issue Profile

Total Issues	1
Extreme Issues	1
Major Issues	
Moderate Issues	
Minor Issues	
Insignificant Issues	
Proposed Closure	

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	25 High	No Change
RSK02	Financial	Financial Challenges causing financial instability for the IJB	25 High	No Change
RSK03	Operational	Increase in physical and mental health inequalities	20 High	Increase
RSK05	Operational	Disruption from 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
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	25 High	No Change
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	No Change
RSK14	Strategic	Capital funding and complexities of property planning in an integrated setting	25 High	Increase
RSK15	Operational	Compliance with Essential Training	16 Moderate	No Change
RSK16	Strategic	Delivery of Addictions Support in Renfrewshire	12 Moderate	No Change
RSK18	Operational	Impact of potential power outages on critical services	15 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	<p>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:</p> <ul style="list-style-type: none"><li>• Medium- and longer-term financial planning</li><li>• Corporate and service review activities</li><li>• Strategic commissioning approach and the strategic planning process</li><li>• Service design ensuring the development of cost-effective care models and models which encourage prevention and self-management</li><li>• Increasing costs such as utilities, salaries, and supplies are also having an impact on budgets across the HSCP and our partners. Partners and providers are now seeking to manage additional costs faced which may lead to an increase in our costs and further budget constraints.</li><li>• Increasing impacts of cost-of-living crisis on some demographics has the potential to increase service demands and levels of need.</li><li>• Inflation remains high, and the overall financial outlook beyond this year remains uncertain and challenging.</li></ul>	No Change	Increasing financial pressures and cost of living crisis remain significant	
			Risk Code	Category	Risk Management Approach
			RSK01	Strategic	Treat
			Current Likelihood	Current Impact	Current Evaluation
			05	05	25High
			Previous Likelihood	Previous Impact	Previous Evaluation
			05	05	25 High
Mitigating / Preventing Actions Complete or Ongoing			Assigned to	Date	Status
<p>A number of actions are in place to help mitigate this risk including:</p> <p>Regular risk reporting to the Integration Joint Board and the IJB Audit, Risk and Scrutiny committee.</p> <p><b>Financial Planning and Strategic Planning</b></p> <ul style="list-style-type: none"><li>- Long term financial planning processes</li><li>- Budget monitoring processes are in place and regularly reviewed and reported upon</li><li>- Implementation of the IJB's Strategic Plan 2022-25 and Medium-Term Financial Plan 2022-25 with Tier 1 rolling savings programme</li><li>- Continuous review and assessment of changes within the external economic and funding context</li></ul> <p><b>Corporate &amp; service review activities</b></p> <ul style="list-style-type: none"><li>- Investment in service re-design opportunities to improve efficiency and effectiveness</li><li>- Eligibility criteria under continuous review</li><li>- Ongoing focus on recovery from the COVID-19 pandemic and assessment of transformational opportunities to reshape services and deliver efficiencies</li></ul>			HSCP Senior Management Team	Review May 2023	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	There are a number of aspects contributing to this risk as follows:	No Change	N/A	
		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:	Risk Code	Category	Risk Management
		a) Pay growth (inflation, annual pay award proposals)	RSK02	Financial	Treat
		b) Prescribing	Current Likelihood	Current Impact	Current Evaluation
		c) Sickness & Absence cover	05	05	25 High
		d) Community equipment expenditure	Previous Likelihood	Previous Impact	Previous Evaluation
		e) Impact arising from Resource Allocation Model	05	05	25 High
		f) Financial impact of any clinical failures			
g) Compliance with new statutory requirements					
h) Increased service demand					
i) Increased supply chain costs due to Brexit, Ukraine and COVID impacts					
j) Additional costs incurred as a result of COVID-19					
k) Challenging financial outlook for IJB					
l) Significant levels of non-recurring funding does not support longer term sustainability of services					
m) Additional uplifts requested arising from external providers					
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. Initial options are expected to be submitted to the IJB for review and approval in March 2023, with additional options identified on an ongoing basis.					
3. As widely reported, Councils across Scotland face significant financial challenges. Increasingly difficult choices about spending priorities will be required in the next financial year and future years. There is a risk that the IJB may not be able to agree a balanced budget as legally required at the start of the financial year, which would require a financial recovery plan to address any gap. The budget will be considered by the IJB on March 31 <sup>st</sup> , 2023. At the time of writing uncertainty over final partner budget allocations remains.					
Mitigating / Preventing Actions Complete or Ongoing			Assigned to	Date	Status
<b>Supporting frameworks &amp; strategies:</b> - 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 <b>Reporting/monitoring at strategic fora:</b> - 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			HSCP Senior Management Team	Historic	Ongoing

<b>Savings programme</b> - Savings for FY21/22 agreed at IJB March 21 fully delivered by year end (circa £1.135M)			
<b>Mitigating / Preventing Actions Planned</b>	<b>Assigned to</b>	<b>Date</b>	<b>Status</b>
- Implementation and ongoing monitoring of identified savings and transformation options to achieve a balanced budget to be considered by IJB in March 2023 and at future IJB meetings. - Active vacancy management. All vacancies reviewed by Finance and approved by CFO prior to recruitment - Negotiation with funding partners to maximise 23/24 budget	N/A	Review April 2023	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.	Increase	Referral rates increasing and an increase in complexity of cases within Mental Health, Care Homes and Care at Home services.	
			Risk Code	Category	Risk Management Approach
			RSK03	Operational	Treat
			Current Likelihood	Current Impact	Current Evaluation
			05	04	20 High
			Previous Likelihood	Previous Impact	Previous Evaluation
Mitigating / Preventing Actions Complete or Ongoing			04	04	16 Moderate
			Assigned to	Date	Status
Actions undertaken: <ul style="list-style-type: none"><li>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.</li><li>In addition, following a review of our strategic plan priorities a number of activities are underway which includes delivery of a community-led approach to health and wellbeing with targeted approaches to raise awareness.</li><li>The HSCP tracks performance within the Health inequalities outcome (number 5 in National H&amp;W Outcomes) and also continues to monitor population data and trends.</li><li>Funding was secured for 2021/22 to deliver projects which are aimed at reducing specific inequalities and promote health and wellbeing.</li><li>Inclusion of health, wellbeing, and inequalities within development of Strategic Plan 2022-25</li><li>Scottish Govt £15m Communities Mental Health &amp; Wellbeing fund - £500k allocated to Engage Renfrewshire to allocate to local projects. £15m announced by SG for second year of fund (May 2022).</li><li>Strategic Plan 2022-25 approved by the IJB in March.</li><li>Additional monies secured as part of winter funding directed to equalities projects; befriending.</li><li>Supporting strategic development plans to underpin the Strategic Plan approved by IJB in June 2022.</li><li>The HSCP has been working with partners to develop and implement cost-of-living and community-based support through the winter period (through the Winter Connections Programme), supporting the aims of the Fairer Renfrewshire Committee.</li></ul>			Strategic Planning & Health Improvement	Historic	Complete
Mitigating / Preventing Actions Planned			Assigned to	Date	Status
Actions underway: <ul style="list-style-type: none"><li>Ongoing work with SPG partners to further develop approach to improving health and wellbeing</li><li>Health Improvement Team continue to progress local priorities</li></ul>			Head of SP & HI	Apr 2023	Ongoing

RSK05 Disruption from 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	The risk is that further disruption to the delivery of strategic and transformation plans, in addition to operational day to day commitments because of: <ul style="list-style-type: none"><li>The HSCP needing to implement support measures to prevent the spread of COVID-19</li><li>The impact of COVID-19 on services users and demand on services:<ul style="list-style-type: none"><li>(a) Increased levels of care required due to long covid and increased mental health issues</li><li>(b) The impact on staff; sickness, mental health, and utilisation to support services</li><li>(c) Impact of increasing levels of demand and client expectations</li><li>(d) The suitability, affordability, and stakeholder support to achieve the NHS remobilisation plan, Renfrewshire Council's recovery plans and ultimately the HSCP's overall plan.</li></ul></li></ul>	No Change - Monitor	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.	
			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	03	09 Low
Mitigating / Preventing Actions Complete or Ongoing			Assigned to	Date	Status
<ul style="list-style-type: none"><li>Meetings will continue to be conducted in person, in hybrid format, and remotely using a video and/or audio service that will enable all members to participate.</li><li>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.</li><li>Public health measures have been implemented; including vaccinations in 2020/2021 and current planning for vaccinations in Spring 2023 is underway.</li><li>Winter plans incorporated the necessary staffing response to manage increased levels of staff absence which were evidenced in the first months of 2023.</li></ul>			N/A	Historic	Ongoing
Mitigating / Preventing Actions Planned			Assigned to	Date	Status
<ul style="list-style-type: none"><li>Ongoing monthly review of COVID risks across services, with escalation measures implemented as necessary</li><li>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.</li><li>Delivery of Recovery Plans, including the NHS Remobilisation Plan</li><li>Guidance continues to be adjusted locally across services in alignment with National Guidance.</li></ul>			Chief Officer	April 2023	Ongoing

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	<p>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.</p> <p>A series of NCS bill Q&amp;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. Parliamentary Committees have also released reports setting out their views on the current status of the Bill. The level of risk therefore remains high.</p> <p>Next steps and timelines for the NCS Bill remain uncertain due to the nature of recommendations made by Parliamentary Committees, stakeholder feedback and the potential for policy changes to be made by a new First Minister of Scotland. In this context, stage 1 scrutiny of the Bill has been postponed from March 2023 to June 2023.</p>	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"><li>There are likely to be recommendations which are phased for delivery over the term of this Parliament, to enable some prioritisation of resource.</li><li>The HSCP has a Change and Improvement team that can be directed to key areas of activity requiring delivery.</li><li>Continued review of the progress of recommendations progressing through parliament to assess potential resource and plan implications.</li><li>Implementation of Strategic Plan to consider the need for flexibility in delivery.</li><li>IJB response submitted to Scottish Government consultation on proposals for National Care Service.</li></ul>			Chief Officer	Historic	Ongoing
Mitigating / Preventing Actions Planned			Assigned to	Date	Status
<ul style="list-style-type: none"><li>Scottish Government consultation results have been shared and these have been reviewed and discussed across the HSCP to understand the impacts.</li><li>Draft Bill published by the Scottish Government and engagement sessions currently underway for the lived experience panels and stakeholder registers.</li><li>Review of all published resources and attendance at all NCS briefings and seminars continues to ensure understanding of the breadth of change and any preparation actions that can be undertaken.</li><li>Continued monitoring of emerging information and stakeholder engagement</li></ul>			Chief Officer	Review June 2023	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"><li>• Prolonged vacancies within services. Specific pressures exist around medical staffing (specific roles are in national shortage), District Nursing and Care at Home services</li><li>• Sufficient numbers of qualified staff with the correct registrations</li><li>• Pressures resulting from additional planning structures which require managerial and clinical input.</li><li>• GP practice handing back their contract and the HSCP having to run the practice</li><li>• High levels of fatigue and unused annual leave from COVID resulting in increased absence</li><li>• Additional risks to meeting service demand posed by sickness/absence levels and an ageing workforce leading to increased levels of future retirements.</li><li>• Vacancies or absence within providers, and or providers making decisions to hand back care agreements or not accept new packages/residents.</li><li>• Timely access to the correct tools and accommodation for staff; laptops, mobiles, systems access, uniform, and sufficient space for services to undertake their roles.</li><li>• Utilisation of non-recurring funding for roles does not make the roles attractive due to their temporary nature.</li></ul>	No Change	N/A	
			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	Date	Status
<ul style="list-style-type: none"><li>• 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.</li><li>• HR &amp; Recruitment – vacancy risk assessment undertaken, reduced timescales from request to advert, robust application of absence management processes, regular review / refresh of statutory and essential 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.</li><li>• 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.</li><li>• Winter funding – specific group established to track the progress regards spend / recruitment of additional and new roles.</li><li>• Independent Contractors – collaborative working with Primary Care and cluster support for GP practices / services, through delivery of the Primary Care Improvement Plan</li><li>• Focused Development session held with IJB on workforce planning and challenges on 5<sup>th</sup> November 2021</li><li>• Development of an interim one-year workforce plan for 2021/22, and draft 2022 to 25 plan approved by IJB in June 22</li><li>• Integrated workforce plan for 2022 to 25 was submitted to SG in draft at the end of July and was approved by the IJB in November 2022</li></ul>			N/A	Historic	Ongoing
Mitigating / Preventing Actions Planned			Assigned	Date	Status
<ul style="list-style-type: none"><li>• Integrated workforce delivery plan created and continues to be monitored by the HSCP's Workforce Planning Group</li></ul>			Head of SP&HI	End April 2023	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, following the recent resignation of the enquiry chair.  There is no evidence that this risk is any higher for Renfrewshire than for any other integrated health and social care service.  Responses to the UK and Scottish Government public enquiries are underway and the expectation is that hearings will commence later in 2023. The UK enquiry hearings will take place in June and July 2023. Dates for the Scottish public enquiry are still to be confirmed.	No Change	Evidence gathering underway, hearings expected to commence in 2023.	
			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"><li>Implementation of Local Response Management Team and Recovery and Renewal governance during pandemic, and ongoing input into NHS GGC and Renfrewshire Council governance.</li><li>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.</li><li>Commissioning Teams &amp; 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.</li><li>Significant support also being provided by Public Health, Infection Control and Procurement.</li><li>Testing of all residents and staff in care homes implemented and regularly re visited.</li><li>Testing of all staff implemented as per National Guidance</li><li>Daily huddles and multi-agency assurance and support for Care Homes in place.</li><li>Clinical support and leadership through general practice and district nursing.</li><li>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.</li><li>PPE arrangements established and monitored locally</li><li>Dashboards and reports developed to allow identification of any COVID 'hotspots' and trends</li><li>Regular reporting from Renfrewshire Council, NHS GGC and Renfrewshire HSCP to Scottish Government.</li><li>Contribution to partner-led responses to requests for evidence</li></ul>			HSCP Senior Management Team	Review April 2023	Ongoing
Mitigating / Preventing Actions Planned			Assigned to	Date	Status
Continuation of the above.  Ongoing working with partners to submit responses and evidence as required,			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	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.  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.  In February 22, a practice was managed as a 2c practice prior to its closure, after which patients were migrated to other local practices.  From Q3 22/2023, providers and contractors have notified the HSCP of the financial challenges they are facing in trying to cover rising supply chain and operational costs. This continues to result in some providers considering the return of existing hours of service provision to the HSCP.	No Change	N/A	
			Risk Code	Category	Risk Management Approach
			RSK10	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
<b>Procurement and commercial processes</b> <ul style="list-style-type: none"><li>Appraisal of providers and independent contractors conducted as part of procurement process.</li><li>Purchasing patterns monitored by Finance Team and senior managers.</li><li>Programme of reviews of all service providers.</li><li>Contract compliance, performance monitoring and reviews for service providers and the two hospices</li></ul> <b>Support arrangements</b> <ul style="list-style-type: none"><li>Provider Sustainability programme continued 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.</li><li>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.</li><li>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.</li><li>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.</li><li>Emergency legislation enacted to enable Health Boards and local authorities to step in to manage failing care homes during the COVID-19.</li><li>The options for managing disruption to GP practices have been documented and clear processes discussed and established should any situation arise. In 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.</li></ul>			NA	Review April 2023	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 remains under pressure due to retention challenges and turnover of staff.	Risk Code	Category	Risk Management Approach
		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. 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.	RSK11	Clinical	Treat
		The financial implications of non-delivery of practices to treatment rooms, pharmacotherapy and VTP by March 23 remain unknown.	Current Likelihood	Current Impact	Current Evaluation
		Within the Primary Care Improvement Fund: Annual Funding Letter 2022-23 (11 August 2022) the Scottish Government advised that HSCPs PCIP reserves should be utilised in year prior to pulling down 2022/23 allocations. 2022-23 allocations are therefore inclusive of reserves. This will have implications where improvement works, and additional Multi-Disciplinary Team actions were earmarked against these reserves. Discussions with the Scottish Government continue, and an update is anticipated.	05	04	20 High
			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"><li>Updated MoU published on 2<sup>nd</sup> August 2021.</li><li>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.</li><li>Property audit has identified suitable space to accommodate teams and services; treatment rooms and pharmacotherapy which has supported feasibility studies regards delivery of service.</li><li>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.</li><li>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.</li><li>We have now delivered 18 practices out of 28 into treatment rooms.</li><li>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.</li><li>The Renfrewshire pharmacy hubs went live from August 2022, with plans for longer-term accommodation needs continuing to be developed.</li></ul>			Clinical Director	Review end April 2023	Ongoing
Mitigating / Preventing Actions Planned			Assigned to	Date	Status
<ul style="list-style-type: none"><li>Continuation with the above</li><li>Projects continue to complete feasibility studies via NHS capital planning to identify suitable accommodation.</li></ul>			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"><li>• The IJB and HSCP's ability to define appropriate local strategic plan</li><li>• The IJB and HSCP's ability to deliver upon said strategic plan</li><li>• The IJB and HSCP's ability to evidence that we have achieved the outcomes required within the strategic plan.</li><li>• There is also a risk that the dependencies between our strategic plan and national planning, and partner strategies are not aligned.</li><li>• The dependencies between the delivery of targets and wider risks relating to financial and workforce challenges (Risks 1, 2 7 and Issue 1)</li></ul>	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 Approach
			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"><li>• Performance reports presented to all IJB meetings with full scorecard presented 6-monthly and annual reports produced to support monitoring and planning.</li><li>• Organisational Performance Reviews with Chief Executives of NHSGGC and Renfrewshire Council</li><li>• National, NHSGGC, Ministerial Steering Group and local performance measures</li><li>• Regular review of key performance indicators with performance support available to all service areas</li><li>• Review of systems used to record, extract and report data and development of data capture systems to inform local planning.</li><li>• Needs Assessment carried out</li><li>• Review of integration scheme in line with legislation and development of strategies in line with statutory guidance</li><li>• Undertaking equality impact assessments to evidence how plans and strategies will support those in need</li><li>• Ongoing budget monitoring and management to meet service demands</li><li>• Staffing resources are flexed to meet priorities/demand</li><li>• Quality care and professional governance arrangements</li><li>• Ongoing work developing a culture of performance management and link to recovery and transformational activity</li><li>• Ongoing maintenance of performance management framework agreed by IJB September 2021</li><li>• Strong alignment between our strategic plan, medium term financial plans and our workforce plan</li><li>• 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.</li></ul>			SMT	Review Apr 2023	Ongoing
Mitigating / Preventing Actions Planned			Assigned to	Date	Status
<ul style="list-style-type: none"><li>• Continuation of the above</li><li>• Ongoing alignment of the Strategic Plan within action plans and performance monitoring processes</li></ul>			Head of SP&HI	Review Apr 2023	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 GGC 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. 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 continued to focus our Business Continuity Review on how the Partnership would operate in the event of a data or systems breach and work with partners is ongoing.	No Change	N/A	
			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
			05	04	20 High
Mitigating / Preventing Actions Complete or Ongoing			Assigned to	Date	Status
<ul style="list-style-type: none"><li>HSCP staff are reminded to follow the relevant GDPR and Information Security policies for their employment organisation.</li><li>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.</li><li>NHS GGC operates a multi layered security model to defend against cyber threat.</li><li>Both NHS GGC and Renfrewshire Council maintain appropriate information governance controls and governance structures to monitor and manage risks.</li><li>The eHealth Directorate and Renfrewshire Council continue to build upon cyber defences with controls in place.</li><li>Further implementation of additional cyber security prevention in alignment with National guidance by both partner organisations in light of the additional Ukraine risk.</li></ul>			NHS - Director of eHealth  Council – Head of IT	Historic	Ongoing
Mitigating / Preventing Actions Planned			Assigned to	Date	Status
<ul style="list-style-type: none"><li>Continuation of the above</li><li>Further discussion with NHS e-Heath and Council regards the availability of key systems and alternative data access in the event of a cyber event.</li><li>Robust plans to assure access to critical service data in the event of a data/systems breach with supporting operational processes have been developed and will be implemented throughout 2023 in advance of winter 2023-24</li></ul>			NA	Review May 2023	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"><li>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.</li><li>Capital planning is reserved to the IJB's partner organisations. As such the ability to influence property strategies on an ongoing basis is required.</li><li>Ongoing maintenance requirements across the estate.</li><li>An increase in staff to support service recovery is also adding accommodation pressure.</li><li>Budget challenges will require ongoing assessment of the property portfolio currently in use.</li></ul>	Increase	Budget challenges requiring ongoing assessment of property portfolio.	
			Risk Code	Category	Risk Management Approach
			RSK14	Strategic	Treat via Partners (Transfer)
			Current Likelihood	Current Impact	Current Evaluation
			05	05	25 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"><li>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.</li><li>Primary Care Property Strategy submitted to IJB 25 June 2021.</li><li>A property data gathering exercise completed to support the determination of property priorities.</li><li>Refreshed HSCP Property Strategy Group commenced 11<sup>th</sup> May 2022.</li><li>Ongoing attendance at the NHS Board/HSCP Capital Planning Group, last meeting 18<sup>th</sup> January 2023.</li></ul>			Chief Finance Officer	Review Apr 2023	Ongoing
Mitigating / Preventing Actions Planned			Assigned to	Date	Status
<ul style="list-style-type: none"><li>Refreshed assessment of service and team needs as HSCP transitions in line with Scottish Government Strategic Framework</li><li>Draft Property Strategy to be brought to IJB in June 2023.</li></ul>			Chief Finance Officer	Review Apr 2023	Ongoing

RSK15 Compliance with Essential Training					
Risk Statement	Risk Owner	Risk Description	Movement	Reason for Movement if applicable	
There is a risk that the pressures on staffing caused by service demands and workforce constraints following the pandemic, and differences in reporting systems, will impact on the timeous completion of and accurate reporting 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 essential training as part of their duties and responsibilities.	No Change	NA	
		Initially when recorded this risk was in relation to the pressures introduced by the pandemic, however it has now been updated to reflect:	Risk Code	Category	Risk Management Approach
		1. Recruitment and retention issues and the subsequent increased demands on staff which make it very challenging for appropriate time to be allocated to undertake training; and	RSK15	Operational	Treat with Partners (Transfer)
		2. Differences in our reporting systems which can make recording and comparison between employing organisations difficult	Current Likelihood	Current Impact	Current Evaluation
		04	04	16 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"><li>Continued compliance with Staff Governance standards</li><li>Creation 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.</li><li>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&amp;S standards.</li><li>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)</li><li>Workforce planning activity will reinforce Health and Safety as a core objective</li><li>Completion of individual risk assessments for clients and warning flag system in place on electronic care records.</li><li>Guidance for safe clinical and care environments is regularly reviewed and maintained</li><li>Ongoing programme of staff training, including essential and statutory training, on health and safety issues (sharps, manual handling, and fire)</li><li>Appropriate processes have been created and are invoked in cases of adverse weather for community-based services</li><li>Following investigations of significant adverse events (including RIDDOR reportable), process improvements are identified and implemented, being overseen via the most appropriate governance structure.</li><li>Occupational Health services and staff support services are available and regularly communicated to staff.</li><li>Renfrewshire Council policies and procedures regards DSE assessments are regularly monitored</li></ul>			Head of Health and Social Care	Historic	Ongoing
Mitigating / Preventing Actions Planned			Assigned to	Date	Status
<ul style="list-style-type: none"><li>Monthly review of training compliance continues.</li></ul>			SMT	Review May 2023	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	<p>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.</p> <p>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 continue to 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</p> <p>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.</p>	No Change	N/A	
			Risk Code	Category	Risk Management
			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"><li>The review of 2019 and 2020 drug deaths within Renfrewshire has been completed</li><li>Recovery hub refurbishment complete and services established in November 2021</li><li>Extended distribution of Naloxone</li><li>Working with Peer Navigators</li><li>Use of Near Me to encourage engagement</li><li>Extended access to residential rehabilitation services.</li><li>Close collaboration with colleagues from the emergency department at the RAH following near fatal overdoses.</li><li>Ensure that rapid restart of treatment is available following relapse.</li><li>Adopted an assertive outreach approach for service users.</li><li>Have a clear pathway in place for those who are released from prison.</li><li>Developing and implementing the Drug Deaths Prevention Action Plan</li><li>Continuing to implement the recommendations of the Alcohol and Drug Commission</li><li>Harm reduction unit established in December 2021 (HaRRT - Harm and reduction response team)</li><li>Drug death prevention officer role recruited to the ADP, and ongoing collaborative review and update of plans alongside the ADP.</li><li>Multiagency review and discussions required regards further actions captured</li><li>Specialist 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.</li><li>A dedicated post was created to increase the number of Alcohol Brief Interventions delivered across Renfrewshire.</li></ul>			ADP  Head of MH, LD, and Addictions	Review Apr2023	Ongoing
Mitigating / Preventing Actions Planned			Assigned to	Date	Status
<ul style="list-style-type: none"><li>Updated figures on drug deaths to be received quarterly rather than annually to support quick review and identification of learning. Public Health Scotland continue to publish Suspected Drug Deaths from Police Scotland data. Last publication was October 2022 covering the period April-June 2022)</li><li>An enhanced multi-agency approach to the review of drug-related deaths that occur in Renfrewshire has been developed and a working group established to implement a multi-agency drug death review group (DDRG), The working group has now concluded following the development of a multiagency collection template, established group aims, and agreed DDRG processes. The first DDRG meeting was</li></ul>			ADP  Head of MH, LD, and Addictions	Review Apr 2023	Ongoing

<p>held in November 2022 to agree processes. An Information Sharing Agreement remains underway. On completion, the group will be able to meet monthly to review drug-related deaths that have occurred in Renfrewshire.</p> <ul style="list-style-type: none"> <li>Regular meetings with partners to discuss and learn from non-fatal overdoses. ADRS, including HaRRT attend the Daily Tasking meetings to discuss risks and support to individuals affected by alcohol/drug use. An enhanced process for the review of non-fatal overdose will take place following the embedding of the DDRG, and development of an enhanced access team for Renfrewshire.</li> <li>The DDPG continue to progress activity outlined within the Renfrewshire Preventing Drug Deaths Action Plan, which covers the period 2021 – 2024. Following a development day session with DDPG members, and the release of the Drug Death Task Force Final Report – <i>Changing Lives</i>, additional actions for the group will be identified and added to the plan. The DDPG has been fundamental in the implementation of a multiagency Naloxone Delivery Group and work plan, and the development of an enhanced drug death review process for Renfrewshire.</li> <li>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.</li> <li>Renfrewshire ADRS recently completed the impact assessment for the implementation of the alcohol recovery pathway as requested by ADRS Care Governance Committee. This benchmarking assessment will inform the Alcohol Specific Deaths Action Plan when the dedicated post recruited.</li> <li>There is now an Alcohol Provision SOP in place which addresses some of the deficits we have e.g., alcohol home detox is now a routine treatment option. Now considering the next steps for the alcohol transition team.</li> </ul>			
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RSK18 Impact of potential power outages on critical services					
Risk Statement	Risk Owner	Risk Description	Movement	Reason for Movement if applicable	
The Scottish Government have requested that Category One Responders create plans to cater for the impacts of potential power outage on our critical services. This should reflect both planned and unplanned power outages.	Chief Officer	The Scottish Government have requested that Category One Responders prepare plans to ensure, as far as possible, the delivery of critical services during instances of power outage.  This risk arises from two potential scenarios: <ul style="list-style-type: none"><li>Planned power outages being possible over the winter period due to energy shortages (in a reasonable worst-case scenario)</li><li>Unplanned power outages due to a network failure or sever weather event e.g., Similar to Storm Arwen.</li></ul> This has been widely reported within the media.	No Change	N/A	
			Risk Code	Category	Risk Management Approach
			RSK18	Operational	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"><li>Planning activity has been undertaken across the partners and services to look at the potential impacts of a power outage on our operational service delivery.</li><li>Services have undertaken a RAG process to understand the level of service user needs and service provision within a power outage event.</li><li>An approach to data management has been signed off to support service management and maintenance in such events.</li></ul>			Chief Officer	Historic	Ongoing
Mitigating / Preventing Actions Planned			Assigned to	Date	Status
<ul style="list-style-type: none"><li>Work remains underway to develop communications and robust plans for staff to support in the event of such an event. Additional planning includes but is not limited to:<ul style="list-style-type: none"><li>Identification of buildings with back-up generators</li><li>Identification of back-up power, cooking, and lighting options</li><li>Working with the council and other partners regards any humanitarian responses required.</li><li>Working with independent providers and contractors to support them with their planning.</li><li>Training for staff on loggist requirements and incident response</li></ul></li></ul>			Chief Officer	End May 2023	Ongoing

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"><li>• 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.</li><li>• Varying rates of pay and conditions across HSCPs</li><li>• A general shortage locally and nationally for specific roles.</li><li>• 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.</li><li>• The NCS Bill is also adding uncertainty for the future of social care roles.</li></ul>	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"><li>• HR &amp; 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)</li><li>• Implementation of alternative recruitment routes where possible in agreement with HR &amp; OD</li><li>• Development of interim workforce plan 2021-22, and a workforce plan for 2022 to 25 which approved by the IJB in November 2022</li><li>• 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. This has been revisited for Winter Plan 2022/23.</li><li>• Contingency exercise completed to identify staff who are willing to volunteer to support other services should the situation arise.</li><li>• Implementation of workforce status dashboard, and daily situational reporting established for critical services regards staffing.</li></ul>			HSCP SMT	Review May 2023	Ongoing
Mitigating / Recovery Actions Planned			Assigned to	Date	Status
<ul style="list-style-type: none"><li>• 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, further job fair planned for 15 March 2023</li><li>• Independent Providers – collaborative working continues with Primary Care and cluster support for GP practices / services.</li><li>• Ongoing delivery of action plan underpinning workforce plan for 2022-25</li></ul>			HSCP SMT	Review May 2023	Ongoing

[This concludes the RHSCP Risk and Issue Report for 24 March 2023 IJB Audit, Risk & Scrutiny Committee]