

Scottish Borders Health & Social Care  
Integration Joint Board



Meeting Date: 28 January 2019

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**SCOTTISH BORDERS HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD  
STRATEGIC RISK REGISTER**

<b>Purpose of Report:</b>	The purpose of this report is to provide Members of the Board with the IJB Strategic Risk Register for approval on recommendation by the IJB Audit Committee.
<b>Recommendations:</b>	The Health & Social Care Integration Joint Board is asked to: <ul style="list-style-type: none"> <li>(a) Scrutinise the IJB Strategic Risk Register to ensure it covers the key risks and mitigation actions of the IJB; and</li> <li>(b) Agree to receive a review of the IJB Strategic Risk Register on at least an annual basis.</li> </ul>
<b>Personnel:</b>	Consultation has taken place on the IJB Strategic Risk Register with the Leadership Group of the Scottish Borders Health and Social Care Partnership, prior to its scrutiny by the IJB Audit Committee.
<b>Carers:</b>	N/A
<b>Equalities:</b>	There are no equalities impacts arising from the report.
<b>Financial:</b>	There are no direct financial implications arising from the proposals in this report.
<b>Legal:</b>	Good governance will enable the IJB to pursue its vision effectively as well as underpinning that vision with mechanisms for control and management of risk.
<b>Risk Implications:</b>	Risk Management arrangements will assist the IJB making informed business decisions and provide options to deal with potential problems in line with its agreed Risk Management Strategy.

## Background

- 2.1 It is important that the IJB has its own robust risk management arrangements in place because if objectives are defined without taking the risks into consideration, the chances are that direction will be lost should any of these risks materialise. Furthermore the ability to manage risk will help the Board act more confidently on future business decisions. Knowledge of the risks they face will give them various options on how to deal with potential problems.
- 2.2 A Risk Management Strategy was approved by the IJB on 7 March 2016 which includes the: reporting structure; types of risks to be reported; risk management framework and process; roles and responsibilities; and monitoring risk management activity and performance.
- 2.3 The Internal Audit Annual Assurance Reports for the Scottish Borders Health and Social Care Integration Joint Board 2016/17 and 2017/18 stated that a strategic financial risk register was prepared in 2016 but never finalised; however a new strategic risk register is currently a work in progress. The reports concluded that Risk Management is not yet fully embedded into the culture of the IJB and documentary evidence of risk deliberations in decision making requires improvement (whilst committee reports follow a standard reporting template in which discussions of risks associated with options is required, there are no real Board deliberations or properly documented evidence of risk discussion). Internal Audit made the following recommendation: "The IJB strategic risk register should be finalised. Ensure IJB strategic risks are considered and reviewed regularly at IJB meetings. Risk management deliberations associated with IJB decision making should be clearly documented."
- 2.4 The IJB Audit Committee scrutinised the IJB Strategic Risk Register at its meeting on 17 December 2018, and recommended that it be presented to the full Board of the IJB for approval and requested that the IJB full Board review the IJB Strategic Risk Register on a six monthly basis. The IJB Audit Committee also agreed that it would receive a review of the IJB Strategic Risk Register on at least an annual basis as part of its role to oversee the IJB's governance, internal control and risk management arrangements.

## Summary

- 3.1 The IJB, as strategic commissioner of health and social care services, gives directions to NHS Borders and Scottish Borders Council for delivery of the services in line with the Strategic Plan. The Scheme of Integration sets out how the managerial arrangements across the integrated arrangements flow back to the IJB and the Chief Officer. These arrangements are further supported by the IJB's Local Code of Corporate Governance.
- 3.2 The Scottish Borders Health and Social Care Integration Joint Board Strategic Risk Register, which sets out the key risks and mitigations associated with the achievement of objectives and priorities within the IJB's Strategic Plan, is shown as the Appendix to this report. The Risk Register will be reviewed alongside the development of the Strategic Plan for the forthcoming 3 years. This will assist to address the Internal Audit recommendation.