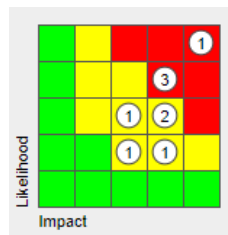









# IJB Risk Register Summary


Reviewed & Refreshed between: 09 & 13 October 2023






Risk Code	Risk Title	Risk Description	Risk Score	Status	Trend	Last Review Date	Risk Approach	Update
IJB002	Increasing Demand & Financial Constraints	If we fail to ensure the effective and efficient delivery of delegated services within available budgets, in the context of increasing demand and resource constraints, then it could lead to poorer Health & Wellbeing Outcomes for the population and result in an inability to support the achievement of the Objectives contained within the Strategic Framework.	25 Catastrophic - Almost Certain			12-Oct-2023	Treat	<p>Following the approval of the Scottish Borders Health &amp; Social Care Strategic Framework 2023-26 at the meeting of the Integration Joint Board in March 2023, and the subsequent decision to reframe and refresh the Strategic IJB Risk Register to align it closely to the individual Strategic Issues and Outcomes set out in the Framework, both the Title and Description of this risk have been amended as follows:</p> <p>Risk Title has been updated from "Budget" to read "Increased Demand &amp; Financial Constraints" and Description from "If we fail to ensure the effective delivery of outcomes/delegated services within the available budgets then it could lead to poorer outcomes and an inability to deliver the Strategic Commissioning Plan" to read "If we fail to ensure the effective and efficient delivery of delegated services within available budgets, in the context of increasing demand and resource constraints, then it could lead to poorer Health &amp; Wellbeing Outcomes for the population and result in an inability to support the achievement of the Objectives contained within the Strategic Framework".</p> <p>Current Risk Score reassessed and Likelihood increased from 4 (Likely) to 5 (Almost Certain) in light of the risk that currently exists in relation to the delivery of Health savings and because the overspends in the set-aside functions have increased. Current Impact also increased from 4 (Major) to 5 (Catastrophic) to better reflect the consequences that could emerge at this juncture in relation to finances.</p> <p>Following the refresh of the Strategic IJB Risk Register in line with the H&amp;SC Strategic Framework, a number of new Internal Controls and Mitigation Actions have been identified and added to this risk, which, once strengthened or completed, will aid in reducing the Current Risk Score to a more tolerable level. This will be supported by the completion of several actions contained within the Annual Delivery Plan (ADP) relating to improving the effectiveness and efficiency of the H&amp;SC Partnership.</p> <p>Building on the above, in light of the heightened Current Risk Score the Target Risk Score has also been revisited and the Impact changed from 3 (Moderate) to 4 (Major) in the first instance with a view that once this level is reached a new and lower Target Risk can be set and worked towards. A new Target Risk Date of 31.03.2024 has also been set.</p>

Risk Code	Risk Title	Risk Description	Risk Score	Status	Trend	Last Review Date	Risk Approach	Update
IJB004	Operating as a Separate Entity & Close Partnership Working	If the IJB does not operate effectively as a separate entity in partnership with Communities, the Council and the Health Board then there could be a failure in the delivery of the principles of integration and we may not achieve our objectives or deliver positive outcomes.	9 Moderate - Possible			09-Oct-2023	Treat	<p>Following the approval of the Scottish Borders Health &amp; Social Care Strategic Framework 2023-26 at the meeting of the Integration Joint Board in March 2023, and the subsequent decision to reframe and refresh the Strategic IJB Risk Register to align it closely to the individual Strategic Issues and Outcomes set out in the Framework, IJB Risks 003 "Issuing of Directions" and elements of 005 "Infrastructure" have been amalgamated with this Risk. The Title and Description for this risk have been amended accordingly to include a strong focus on partnership working.</p> <p>Previous IJB Risks 003 &amp; 005 have been retired on Pentana and all relevant Risk Factors, Consequences, Controls and Linked Actions have been transferred to this risk.</p> <p>Significant work has been undertaken to reposition the IJB into the centre of decision making in partnership with NHSB, SBC and relevant communities. There is now one Strategic Framework (2023-26) for the H&amp;SCP and significant work has been undertaken in the development of the H&amp;SC Joint Executive Team. Directions are routinely used to clarify the 'ask' of the IJB and there are strong underpinning approaches in place across the Risk, Finance, Communications &amp; Engagement, Equality &amp; Human Rights, Planning and Digital landscapes to support the work of the IJB and the H&amp;SCP.</p> <p>Current Risk Score for this new amalgamated risk assessed as Likelihood 3 (Possible) and Impact 3 (Moderate). This increased risk score (from 2 – Unlikely to 3 – Moderate) is a result of the amalgamation of IJB Risk "Infrastructure" which was assessed as having a Likelihood of 4 (Likely) prior to it being subsumed within this risk.</p> <p>Target Risk Score set as Likelihood 2 (Unlikely) and Impact 3 (Moderate) with a Target Date of 31.12.2023 in the first instance to align with the new Annual Delivery Plan (ADP) and the implementation of new Scheme of Integration Monitoring Reports, which once in place will be added as a New Internal Control for this risk.</p>

Risk Code	Risk Title	Risk Description	Risk Score	Status	Trend	Last Review Date	Risk Approach	Update
IJB007	Legislative/Regulatory Compliance	If the IJB fails to comply with legislative and regulatory requirements it could lead to legal breaches and result in fines and/or prosecution.	8 Major - Unlikely			09-Oct-2023	Treat	<p>Current Risk Score reassessed and Likelihood reduced from 3 (Possible) to 2 (Unlikely) to reflect the improving picture in this area in terms of the progress made with Linked Actions, the identification of additional Fully Effective Controls, and improved awareness at both Board and Partnership level in relation to specific elements of legislative and regulatory compliance e.g. Integrated Impact Assessments, the Community Empowerment Act 2015 etc.</p> <p>Target Risk Date revisited and changed from 30.06.2023 to 31.01.2024 by which point the hope is that the Likelihood of this risk can be reduced to 1 (Remote).</p>
IJB008	National Care Service Bill	SG's National Care Service Bill (ultimately disbanding Scottish IJBs) could result in partners ceasing to engage with the IJB, subsequently leading to negative impacts on the achievement of IJB objectives and the communities it serves.	6 Moderate - Unlikely			09-Oct-2023	Treat	<p>Current Risk Score reassessed and Likelihood reduced from 3 (Possible) to 2 (Unlikely) and Impact reduced from 4 (Major) to 3 (Moderate) to reflect our joint local representations to the Scottish Parliament, Scottish Government and COSLA; the recent Verity House Agreement which looks at closer co-operation between national and local government. This has resulted in a significant change to this risk as there is now an agreement that staff and revenue &amp; capital budgets will remain with local government while the legal accountability for Adult Social Work and Social Care will sit between national and local government. It is now likely that the work of Integration Joint Boards will be constructively reformed in line with the Bill that remains in development.</p> <p>Target Risk Score revisited and given the significant change to the nature of this risk the Target Likelihood has been revised downward from a Likelihood of 2 (Unlikely) to 1 (Remote) and from and Impact of 4 (Major) to 3 (Moderate). Target Date set as 31.03.2024.</p>
IJB009	Improving Access to Services	If we do not resolve long waiting times for services (incl. preventative services) then this will adversely impact upon the health and wellbeing outcomes of our communities and could result in inequalities, loss of confidence in the Health & Social Care Partnership. As a result population need could become more acute and we could see a deterioration in outcomes and an increase in resource use.	16 Major - Likely		New Risk - Trend not yet available	11-Oct-2023	Treat	<p>Following the approval of the Scottish Borders Health &amp; Social Care Strategic Framework 2023-26 at the meeting of the Integration Joint Board in March 2023, and the subsequent decision to reframe and refresh the Strategic IJB Risk Register to align it closely to the individual Strategic Issues and Outcomes set out in the Framework, new IJB Risk 009 "Improving Access to Services" developed. Inherent to this was the identification of Risk Factors (Causes), Risk Consequences, Internal Controls (with an assessment of their individual effectiveness ranging from Not Effective to Fully Effective) and the identification and assignment of required Mitigation Actions.</p> <p><b>Original Risk Score (without controls in place/only the basic controls in place - the raw unmitigated risk) assessed as:</b> Likelihood 5 (Almost Certain) and Impact 4 (Major).</p> <p><b>Current Risk Score (influenced by strength of controls at the time of review on 11.10.2023) assessed as:</b> Likelihood 4 (Likely) and Impact 4 (Major) because when looking at unmet need e.g. Delayed Discharges, CAHMS,</p>

Risk Code	Risk Title	Risk Description	Risk Score	Status	Trend	Last Review Date	Risk Approach	Update
								<p>Community Social Work &amp; Social Care this risk is still high. It should be noted that the Current Impact of 4 (Major) refers to service delivery impacts rather than impacts relating to harm.</p> <p><b>Target Risk Score (the level to which it is hoped the risk can be reduced with the strengthening of Internal Controls and the completion of Linked Actions) set as:</b> Likelihood 3 (Possible) and Impact 3 (Moderate) in the first instance with a view that once this is reached a new Target can be set and worked towards. Initial Target Risk Date set as 29.02.2024.</p>
IJB010	Rising to the Workforce Challenge	If the market and workforce conditions in the Scottish Borders are not conducive to attract and sustain External Providers, sufficient salaried workforce and NHS & SBC staff then there is a risk that H&SC provision will be challenging to sustain, resulting in an inability to provide appropriate H&SC services for our population and increased Health Board & Council service provision. This will result in associated increased resource use and negatively impact on people's health and wellbeing, leading to increased failure demand.	16 Major - Likely		New Risk - Trend not yet available	13-Oct-2023	Treat	<p>Following the approval of the Scottish Borders Health &amp; Social Care Strategic Framework 2023-26 at the meeting of the Integration Joint Board in March 2023, and the subsequent decision to reframe and refresh the Strategic IJB Risk Register to align it closely to the individual Strategic Issues and Outcomes set out in the Framework, new IJB Risk 010 "Rising to the Workforce Challenge" has been developed. Inherent to this was the identification of Risk Factors (Causes), Risk Consequences, Internal Controls (with an assessment of their individual effectiveness ranging from Not Effective to Fully Effective) and the identification and assignment of required Mitigation Actions. Furthermore, elements of IJB Risk 005 "Infrastructure" have been amalgamated with this Risk and all relevant Risk Factors, Consequences, Controls and Linked Actions have been transferred to this risk. IJB Risk 005 has now been retired on Pentana.</p> <p><b>Original Risk Score (without controls in place/only the basic controls in place - the raw unmitigated risk) assessed as:</b> Likelihood 5 (Almost Certain) and Impact 4 (Major).</p> <p><b>Current Risk Score (influenced by strength of controls at the time of review on 13.10.2023) assessed as:</b> Likelihood 4 (Likely) and Impact 4 (Major) as a result of the current operating environment which has seen e.g. Social Care Providers handing back hours, GP Practices raising capacity concerns, issues in terms of access to dentistry and Community Pharmacy challenges in relation to the salaried workforce.</p> <p><b>Target Risk Score (the level to which it is hoped the risk can be reduced with the strengthening of Internal Controls and the completion of Linked Actions) set as:</b> Likelihood 3 (Possible) and Impact 4 (Major) in the first instance with a view that once this is reached a new Target can be set and worked towards. Initial Target Risk Date set as 30.09.2024.</p>

Risk Code	Risk Title	Risk Description	Risk Score	Status	Trend	Last Review Date	Risk Approach	Update
IJB011	Prevention & Early Intervention	If we fail to evolve from a focus on crisis management to having a strong focus on prevention and early intervention then there is a risk that the health and wellbeing of the population deteriorates resulting in poorer outcomes for the population, increased resources in terms of service delivery and reputational damage.	12 Major - Possible		New Risk - Trend not yet available	13-Oct-2023	Treat	<p>Following the approval of the Scottish Borders Health &amp; Social Care Strategic Framework 2023-26 at the meeting of the Integration Joint Board in March 2023, and the subsequent decision to reframe and refresh the Strategic IJB Risk Register to align it closely to the individual Strategic Issues and Outcomes set out in the Framework, new IJB Risk 011 "Prevention &amp; Early Intervention" has been developed. Inherent to this was the identification of Risk Factors (Causes), Risk Consequences, Internal Controls (with an assessment of their individual effectiveness ranging from Not Effective to Fully Effective) and the identification and assignment of required Mitigation Actions.</p> <p><b>Original Risk Score (without controls in place/only the basic controls in place - the raw unmitigated risk) assessed as:</b> Likelihood 4 (Likely) and Impact 4 (Major).</p> <p><b>Current Risk Score (influenced by strength of controls at the time of review on 13.10.2023) assessed as:</b> Likelihood 3 (Possible) and Impact 4 (Major).</p> <p><b>Target Risk Score (the level to which it is hoped the risk can be reduced with the strengthening of Internal Controls and the completion of Linked Actions) set as:</b> Likelihood 2 (Unlikely) and Impact 4 (Major) in the first instance with a view that once this is reached a new Target can be set and worked towards. Initial Target Risk Date set as 30.09.2024.</p>
IJB012	Supporting Unpaid Carers by getting Services for the cared for right	If we do not appropriately support the 'cared for' then there is a risk that the health and wellbeing of unpaid carers is negatively affected leading to poorer outcomes, increased demand for care & health support services and increased partnership resource requirements to support this.	16 Major - Likely		New Risk - Trend not yet available	13-Oct-2023	Treat	<p>Following the approval of the Scottish Borders Health &amp; Social Care Strategic Framework 2023-26 at the meeting of the Integration Joint Board in March 2023, and the subsequent decision to reframe and refresh the Strategic IJB Risk Register to align it closely to the individual Strategic Issues and Outcomes set out in the Framework, new IJB Risk 012 "Supporting Unpaid Carers..." has been developed. Inherent to this was the identification of Risk Factors (Causes), Risk Consequences, Internal Controls (with an assessment of their individual effectiveness ranging from Not Effective to Fully Effective) and the identification and assignment of required Mitigation Actions.</p> <p><b>Original Risk Score (without controls in place/only the basic controls in place - the raw unmitigated risk) assessed as:</b> Likelihood 5 (Almost Certain) and Impact 4 (Major).</p> <p><b>Current Risk Score (influenced by strength of controls at the time of review on 13.10.2023) assessed as:</b> Likelihood 4 (Likely) and Impact 4 (Major).</p> <p><b>Target Risk Score (the level to which it is hoped the risk can be</b></p>

Risk Code	Risk Title	Risk Description	Risk Score	Status	Trend	Last Review Date	Risk Approach	Update
								<b>reduced with the strengthening of Internal Controls and the completion of Linked Actions) set as:</b> Likelihood 2 (Unlikely) and Impact 4 (Major) with a view that once this is reached a new Target may be considered and worked towards. Initial Target Risk Date set as 31.03.2025 in line with the rolling review process.
IJB013	Poverty & Inequalities	A rise in poverty and inequalities, linked to the current economic climate, could lead to an increase in inequality and worsening health and wellbeing amongst our population with poorer outcomes, greater need and higher resources requirements to address this need. This could be compounded if we fail to make best use of community assets and improve the social determinants of health.	12 Major - Possible		New Risk - Trend not yet available	13-Oct-2023	Treat	<p>Following the approval of the Scottish Borders Health &amp; Social Care Strategic Framework 2023-26 at the meeting of the Integration Joint Board in March 2023, and the subsequent decision to reframe and refresh the Strategic IJB Risk Register to align it closely to the individual Strategic Issues and Outcomes set out in the Framework, new IJB Risk 013 "Poverty &amp; Inequalities" has been developed. Inherent to this was the identification of Risk Factors (Causes), Risk Consequences, Internal Controls (with an assessment of their individual effectiveness ranging from Not Effective to Fully Effective) and the identification and assignment of required Mitigation Actions.</p> <p>Furthermore, IJB Risk 006 "Resources" has been subsumed within this new risk given that it was concerned with making the best use of the expertise, experience and creativity of communities across the Borders, something which needs to be appropriately harnessed to meet challenges in this area. All relevant Risk Factors, Consequences, Controls and Linked Actions have been transferred from Risk 006 to this risk. IJB Risk 006 has now been retired on Pentana.</p> <p><b>Original Risk Score (without controls in place/only the basic controls in place - the raw unmitigated risk) assessed as:</b> Likelihood 4 (Likely) and Impact 4 (Major).</p> <p><b>Current Risk Score (influenced by strength of controls at the time of review on 13.10.2023) assessed as:</b> Likelihood 3 (Possible) and Impact 4 (Major), linked to inflation, employment market conditions etc.</p> <p><b>Target Risk Score (the level to which it is hoped the risk can be reduced with the strengthening of Internal Controls and the completion of Linked Actions) set as:</b> Likelihood 3 (Possible) and Impact 3 (Moderate) with a view that once this is reached a new Target can be set and worked towards. Initial Target Risk Date set as 30.09.2024.</p>