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Agenda Item: 11

Integration Joint Board

Date of Meeting: 21 September 2022.

Subject: Risk Register.

1. Purpose

1.1. To present revisions to the Risk Register for Members' consideration and approval.

2. Recommendations

It is recommended:

2.1. That, the Board consider the proposal revisions to the Risk Register for the IJB, detailed in section 4.1 of this report and thereafter approve the updated Risk Register, attached as Appendix 2 to this report.

3. Background

3.1. The Integration Joint Board (IJB) understands that it is important to identify and manage the risks which are inherent in its activities and in the services it commissions from Orkney Islands Council and NHS Orkney.

3.2. The Board approved a refreshed Risk Management Strategy at the Board meeting on 10 February 2021.

3.3. The approved Risk Management Strategy states: Risk Management is a continuous and critical process that enables the Integration Joint Board to manage uncertainty (positive or negative) i.e. its exposure to risk.

3.4. It should be acknowledged that risk can never be eliminated in its entirety and some risks can identify positive opportunities which, with the appropriate level of control, may lead to improvements.

3.5. On 15 December 2021, the Board approved the amended Risk Register, attached as Appendix 1 to this report.

4. Amendments/Updates

4.1. Following a review, some of the risks were considered more operational in nature or repetitive and therefore have been amalgamated within other risks. Accordingly, the following table sets out the proposed amendments to the December 2021 Risk Register.

Risk Number.	Risk Title	Update.
3.	COVID-19.	Mitigating Actions have been updated.
5.	Recruitment and Retention of Workforce.	Mitigating Actions have been updated for Service Workforce Plan and Workload tools.

4.2. It is anticipated that the Risk Register moving forward will be aligned with the approved Strategic Plan and risks identified of not being able to deliver the priorities.

4.3. When the Risk Register becomes aligned to the Strategic Plan, recommendations from an internal audit will be taken on board, including mitigation actions being Specific, Measurable, Achievable, Realistic, Timely (SMART).

5. Contribution to quality

Please indicate which of the Orkney Community Plan 2021 to 2023 visions are supported in this report adding Yes or No to the relevant area(s):

Resilience: To support and promote our strong communities.	Yes.
Enterprise: To tackle crosscutting issues such as digital connectivity, transport, housing and fuel poverty.	No.
Equality: To encourage services to provide equal opportunities for everyone.	Yes.
Fairness: To make sure socio-economic and social factors are balanced.	Yes.
Innovation: To overcome issues more effectively through partnership working.	Yes.
Leadership: To involve partners such as community councils, community groups, voluntary groups and individuals in the process.	Yes.
Sustainability: To make sure economic and environmental factors are balanced.	No.

6. Resource and financial implications

6.1. The Risk Register is updated within existing resources. There may however be cost implications arising from the actions required to mitigate any high-risk areas identified. Arrangements to meet these costs need to be considered on a case by case basis.

7. Risk and equality implications

7.1. The development of this register is part of the process of identifying, managing and mitigating risks to the IJB.

8. Direction required

Please indicate if this report requires a direction to be passed to:

NHS Orkney.	No.
Orkney Islands Council.	No.

9. Escalation required

Please indicate if this report requires escalated to:

NHS Orkney.	No.
Orkney Islands Council.	No.

10. Author and contact information

10.1. Pat Robinson (Chief Finance Officer), Integration Joint Board. Email: pat.robinson@orkney.gov.uk, telephone: 01856873535 extension 2611.

11. Supporting documents

11.1. Appendix 1: Risk Register December 2021.

11.2. Appendix 2: Risk Register August 2022.

Orkney's Integration Joint Board

Risk Register

December 2021.

The refreshed Risk Management Strategy was agreed by the Integration Joint Board on 10 February 2021 and the document can be found at the following link:

<https://www.orkney.gov.uk/Service-Directory/S/risk-management-ijb.htm>

The Risk Register for the Integration Joint Board is the Strategic Risk Register for the Board. There is also a service risk register for Orkney Health and Care which contains more operational risks. These risk registers are reviewed regularly through the performance management system.

The risks are set out below, with likelihood and impact informed by the risk matrix.

Risk Matrix

Likelihood.	Severity of Consequences.				
	Negligible (1).	Minor (2).	Moderate (3).	Major (4).	Extreme (5).
Almost Certain (5).	Medium (5).	High (10).	High (15).	Very High (20).	Very High (25).
Likely (4).	Medium (4).	Medium (8).	High (12).	High (16).	Very High (20).
Possible (3).	Low (3).	Medium (6).	Medium (9).	High (12).	High (15).
Unlikely (2).	Low (2).	Medium (4).	Medium (6).	Medium (8).	High (10).
Rare (1).	Low (1).	Low (2).	Low (3).	Medium (4).	Medium (5).

	Very High: Senior manager action to confirm the level of risk identified and produce an action plan to eliminate/reduce or transfer the risk.
	High: Service manager action to confirm the level of risk identified and produce an action plan to eliminate/reduce or transfer the risk.
	Medium: Department action to confirm the level of risk identified and produce an action plan to eliminate/reduce or transfer the risk.
	Low: Department action to confirm the level of risk identified and manage using routine procedures.

Number.	Risk Title.							Cluster.	
1.	IJB Financial Sustainability.							Financial	
Risk Rating:	Owner.		Chief Finance Officer.						
Likelihood.	4.	Impact.	5.	RAG:	Very High.	Current Risk Score:	20.	Target Risk Score:	12.
Vulnerability.	Trigger.		Consequences.			Options.		Mitigating Actions.	
<p>There is a risk that if financial and demographic pressures are not effectively planned for and managed over the medium to longer term, this could result in a potential failure to meet legislation and an impact on the ability of IJB to commission services to the most vulnerable people in Orkney.</p> <p>Unable to deliver in full the existing savings and achieve new savings to deliver a balanced budget.</p>	<p>Demographic changes resulting in increased demand for services.</p> <p>Increasing ability to support people with complex needs at home without additional resources to meet increased demand.</p> <p>Legislative requirements unsupported by additional funding.</p> <p>Expectations of service delivery not within the resources available.</p>		<p>Not meeting our statutory requirements.</p> <p>Inability to meet our customer's assessed needs. Financial and reputational damage to the service.</p> <p>Continued need for savings targets poses a risk for operation of all our services. This could have a knock on effect on preventive services or transformational change which will not be cost effective.</p>			<p>Treat.</p>		<p>Financial information is reported regularly to the Integration Joint Board which highlights pressure areas.</p> <p>Review and revise the medium term financial plan.</p> <p>IJB budget planning processes and scrutiny.</p> <p>Some contingency arrangements in place in regard to operational service pressures within partner bodies.</p> <p>The Scottish Government has recognised the pressures regarding specific elements of the service and have allocated additional funding.</p> <p>Eligibility criteria in place.</p> <p>Three-year Strategic Plan which includes</p>	

								transformation of services to ensure sustainability. Performance reporting on a regular basis identifies targets that are either met or unmet. Additional funding from Scottish Government for Health and Social Care on managing pressures.	
Number.	Risk Title.							Cluster.	
2.	Recruitment and Retention of Workforce.							Staffing.	
Risk Rating:	Owner.		Chief Officer.						
Likelihood.	5.	Impact.	5.	RAG:	Very High	Current Risk Score:	25.	Target Risk Score:	9.
Vulnerability.	Trigger.		Consequences.		Options.		Mitigating Actions.		
Insufficient workforce planning actions underway to shape future workforce through redeployment and training etc. Capacity issues make it difficult for the service to realise its priorities. Failure to recruit and retain appropriately skilled workforce.	Service staff become overstretched. The service does not have the right staff in the right place, at the right time, to deliver Strategic Plan priorities and/ or statutory functions. Statutory officers are unable to discharge their statutory functions adequately.		Service cannot manage within its resources. Existing workforce becomes overstretched. Key pieces of work are not able to be undertaken. Service standards drop and vulnerable people are placed at risk. Service is reactive rather than proactive.		Treat.		Service Workforce Plan is now approved which complements the OIC and NHS Orkney Workforce Plans. This anticipates, as far as possible, the areas of greatest risk in shortfall of employees. Consideration of enhanced approach to redeployment and retraining as appropriate.		

				Regulatory authorities report poor performance and service is unable to respond effectively to inspection regulations. An increased risk in legal challenges and complaints. Risk of financial penalties.				Careful consideration to the release of staff by voluntary means to ensure required skills are retained. More proactive approach to recruitment, succession planning and attraction of people to live and work in Orkney and 'Grow our own initiatives.	
Number.	Risk Title.							Cluster.	
3.	COVID-19.							Legislative.	
Risk Rating:	Owner.		Head of Health and Community Care, Head of Primary Care and Chief Finance Officer.						
Likelihood.	4.	Impact.	5.	RAG:	Very High.	Current Risk Score:	20	Target Risk Score:	10.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.	
Vulnerable service users/patients and staff may be affected by the effects of the Coronavirus, particularly residents in our care homes. Implications of COVID-19 means that work on the strategic priorities has been postponed. Financial risks relating to COVID 19 There is a significant financial		Sustained transmission of the virus in Orkney communities, affecting those most at risk. Outbreak in one of our care homes. Staff tiredness. Lack of available staff to provide the programme Conflicting demands on the department.		The consequences would be tragic for those affected. Failure to deliver the vaccination programme within Government timescales. Increased staff absence Failure to deliver on key strategic aims.		Treat		Well communicated instruction for health and social care staff appropriate to professional role by Public Health. All national and local measures including social distancing, frequent handwashing, appropriate PPE, staff and service user/resident screening, self-isolation.	

<p>implication to the IJB if the costs of the response to the crisis are not fully funded. There may be longer term implications that may have financial impact.</p> <p>The need to provide the largest scale vaccination programme with tight timescales and the need to for the programme to potentially be delivered over the next 9 months has the potential to overwhelm staff.</p>				<p>Additional staffing been recruited in regard to vaccination programme.</p> <p>Vaccination programmes starting with those most at risk.</p> <p>Close partnership working with local resilience partnership and Community Planning partners.</p> <p>Conformance with all performance monitoring by Scottish Government and Care Inspectorate.</p> <p>Detailed financial planning and monitoring on COVID-19 is in place and costs are considered by the Scottish Government as part of the Orkney Mobilisation Plan response.</p> <p>Risk assessment integral part of the assessment process.</p> <p>Rolling programme of All frontline managers provided with refresher training concerning statutory compliance.</p> <p>PVG (Protecting Vulnerable Groups) scheme in place.</p>
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4.	Public Protection.							Strategic.	
Risk Rating:	Owner.		Chief Officer.						
Likelihood.	4.	Impact.	5.	RAG:	Very High.	Current Risk Score:	20.	Target Risk Score:	10.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.	
Findings of Children's and Adult's Services Inspection and Review Reports 2021. Potential of Adults Inspection and Review in next 18 months.		Identified level of public protection activity greater than family group comparators.		Ineffective working arrangements to identify, investigate, share information, and take collective, effective, protective action for children and vulnerable adults experiencing or at risk of significant harm.		Treat.		Improvement Plans for Children's and Adult's Services in place. Children's Services Progress review by Care Inspectorate, August 2021, indicates we are heading in the right direction. COG Action Planning arrangements to address organisational public protection working arrangements and resource considerations.	
Number.	Risk Title.							Cluster.	
5.	Analogue to Digital Switchover.							Financial (as this is a strategic risk due to the financial risk).	
Risk Rating:	Owner.		Head of Health and Community Care.						
Likelihood.	5.	Impact.	4.	RAG:	Very High.	Current Risk Score:	20.	Target Risk Score:	10.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.	

Vulnerable adults left without access to Telecare as a means of support due to cost implications of an accelerated switch from analogue to digital phone lines.		Switch from analogue to digital planned for 2023 – 2025 in Scotland.		Vulnerable adults could be left without a means to contact someone if they are in need of help which could result in not getting appropriate treatment in a timely fashion.		Treat.		There is funding available for implementation for £71,400 from Scottish Government TEC to test implementation. Ongoing support work with national groups such as connecting Scotland has been undertaken through services. Programme board to ensure a functional central system capable of handling digital technology is implemented in suitable timeframe.	
Number.	Risk Title.							Cluster.	
6.	Set Aside Budget.							Financial .	
Risk Rating:	Owner.		Chief Finance Officer.						
Likelihood.	4.	Impact.	4.	RAG:	High.	Current Risk Score:	16.	Target Risk Score:	12.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.	
Although the Set Aside Budget has been delegated the arrangement is not working as intended.		The information is not sufficient to be able to have the strategic oversight in line with the legislation.		Not meeting our statutory requirements. Potentially not able to fulfil preventive services or transformational change which will not be cost effective.		Treat.		Development session with Members on understanding of set aside budget. Development with Finance team on information that is required moving forward.	
Number.	Risk Title.							Cluster.	

7.	Budget Setting.							Financial.	
Risk Rating:	Owner.		Chief Finance Officer.						
Likelihood.	5.	Impact.	5.	RAG:	Very High	Current Risk Score:	25.	Target Risk Score:	15.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.	
Budgets are not set and approved prior to start of financial year and IJB will be operating without a formally agreed budget.		Not receiving formal budget offers from Partner bodies in a timeous manner.		Unable to commission/decommission services with financial resources attached.		Treat.		Ongoing discussions with partner bodies on more joined up working. Updated integration scheme to agree on how future budgets will be allocated.	
Number.	Risk Title.							Cluster.	
8.	Implications of National Care Service.							Strategic.	
Risk Rating:	Owner.		Chief Officer.						
Likelihood.	3.	Impact.	3.	RAG:	Medium.	Current Risk Score:	9.	Target Risk Score:	6.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.	
The Scottish Government's intention to create a National Care Service and to amend the functions of Integration Joint Boards may affect the provision of care in Orkney.		National developments relating to the redesign of adult care services may not take account of the unique requirements of delivering effective care services in remote and rural areas; the concern that eligibility for services may become more		Reduced ability to support and protect individuals and families by delivering effective care services within Orkney.		Treat.		Engage with the Scottish Government through COSLA, the Chairs' and Vice Chairs' national meetings, and through the Chief Officers' Group to ensure there is a full understanding of Orkney's challenges.	

	challenging for service users should a national set of criteria be required; and the possibility that the higher costs of care required for small services and related inter-island travel may not be recognised and funded appropriately.								
Number.	Risk Title.						Cluster.		
9.	Isles Primary Care Model.						.		
Risk Rating:	Owner.		Head of Primary Care and Associate Medical Director, Community.						
Likelihood.	4.	Impact.	5.	RAG:	Very High.	Current Risk Score:	20.	Target Risk Score:	12.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.	
There is a risk that the IJB will fail to deliver and meet the population needs of the Isles.		Consistently have no medical cover available to provide on-island response within INOC island, despite exhausting all local resource options, bank locums, and Agency provision. Failure to recruit to posts. Increasing staff vacancies.		Island communities have no current 24/7 provision of care.		Escalated from Primary Care to IJB risk register.		Urgent initial discussion around potential review of Model of Care to be undertaken. Decision to make around whether introduction of NHS24 for isles communities is required. Review of Emergency Response responsibility with Scottish Ambulance Service. Visit to Island Communities to discuss their needs.	

	<p>Model does not fully support Working Time Directive.</p> <p>Excess pressure and responsibility placed on neighbouring branch surgeries for remote support which may lead to increased anxiety / stress and associated impact on their performance.</p> <p>Reduced Staff Morale.</p> <p>Crisis management taking up Management time.</p> <p>High level Community concern.</p> <p>Reputational damage.</p>			
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Orkney's Integration Joint Board

Risk Register

September 2022.

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Likely (4).	Medium (4).	Medium (8).	High (12).	High (16).	Very High (20).
Possible (3).	Low (3).	Medium (6).	Medium (9).	High (12).	High (15).
Unlikely (2).	Low (2).	Medium (4).	Medium (6).	Medium (8).	High (10).
Rare (1).	Low (1).	Low (2).	Low (3).	Medium (4).	Medium (5).

	Very High: Senior manager action to confirm the level of risk identified and produce an action plan to eliminate/reduce or transfer the risk.
	High: Service manager action to confirm the level of risk identified and produce an action plan to eliminate/reduce or transfer the risk.
	Medium: Department action to confirm the level of risk identified and produce an action plan to eliminate/reduce or transfer the risk.
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Number.	Risk Title.							Cluster.	
1.	IJB Financial Sustainability.							Financial	
Risk Rating:	Owner.		Chief Finance Officer.						
Likelihood.	4.	Impact.	5.	RAG:	Very High.	Current Risk Score:	20.	Target Risk Score:	12.
Vulnerability.	Trigger.		Consequences.			Options.		Mitigating Actions.	
<p>There is a risk that if financial and demographic pressures are not effectively planned for and managed over the medium to longer term, this could result in a potential failure to meet legislation and an impact on the ability of IJB to commission services to the most vulnerable people in Orkney.</p> <p>Unable to deliver in full the existing savings and achieve new savings to deliver a balanced budget.</p>	<p>Demographic changes resulting in increased demand for services.</p> <p>Increasing ability to support people with complex needs at home without additional resources to meet increased demand.</p> <p>Legislative requirements unsupported by additional funding.</p> <p>Expectations of service delivery not within the resources available.</p>		<p>Not meeting our statutory requirements.</p> <p>Inability to meet our customer's assessed needs. Financial and reputational damage to the service.</p> <p>Continued need for savings targets poses a risk for operation of all our services. This could have a knock on effect on preventive services or transformational change which will not be cost effective.</p>			<p>Treat.</p>		<p>Financial information is reported regularly to the Integration Joint Board which highlights pressure areas.</p> <p>Review and revise the medium term financial plan.</p> <p>IJB budget planning processes and scrutiny.</p> <p>Some contingency arrangements in place in regard to operational service pressures within partner bodies.</p> <p>The Scottish Government has recognised the pressures regarding specific elements of the service and have allocated additional funding.</p> <p>Eligibility criteria in place.</p> <p>Three-year Strategic Plan which includes</p>	

								transformation of services to ensure sustainability. Performance reporting on a regular basis identifies targets that are either met or unmet. Additional funding from Scottish Government for Health and Social Care on managing pressures.	
Number.	Risk Title.						Cluster.		
2.	Recruitment and Retention of Workforce.						Staffing.		
Risk Rating:	Owner.		Chief Officer.						
Likelihood.	5.	Impact.	5.	RAG:	Very High	Current Risk Score:	25.	Target Risk Score:	9.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.	
Insufficient workforce planning actions underway to shape future workforce through redeployment and training etc. Capacity issues make it difficult for the service to realise its priorities. Failure to recruit and retain appropriately skilled workforce.		Service staff become overstretched. The service does not have the right staff in the right place, at the right time, to deliver Strategic Plan priorities and/ or statutory functions. Statutory officers are unable to discharge their statutory functions adequately.		Service cannot manage within its resources. Existing workforce becomes overstretched. Key pieces of work are not able to be undertaken. Service standards drop and vulnerable people are placed at risk. Service is reactive rather than proactive.		Treat.		Service Workforce Plan is now approved which complements the OIC and NHS Orkney Workforce Plans with anticipated completion Sep 2022. The draft Health & Social Care Three Year Workforce Plan submitted to Scottish Government on 31 July 2022.	

		<p>Regulatory authorities report poor performance and service is unable to respond effectively to inspection regulations.</p> <p>An increased risk in legal challenges and complaints.</p>	<p>Further work required in relation to social care / social work elements.</p> <p>Workload tools will be employed to define current need against current position, as well as projecting future required workforce. It is anticipated this will be in place by March 2022.</p> <p>This anticipates, as far as possible, the areas of greatest risk in shortfall of employees.</p> <p>Consideration of enhanced approach to redeployment and retraining as appropriate. Careful consideration to the release of staff by voluntary means to ensure required skills are retained.</p> <p>More proactive approach to recruitment, succession planning and attraction of people to live and work in Orkney and 'Grow our own initiatives.</p> <p>Retention will be addressed through a Learning Needs Analysis to be completed by</p>
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								December 2022 and associated action plan completed by March 2023.	
Number.	Risk Title.							Cluster.	
3.	COVID-19.							Legislative.	
Risk Rating:	Owner.		Head of Health and Community Care, Head of Primary Care and Chief Finance Officer.						
Likelihood.	4.	Impact.	5.	RAG:	Very High.	Current Risk Score:	20	Target Risk Score:	10.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.	
<p>Vulnerable service users/patients and staff may be affected by the effects of the Coronavirus, particularly residents in our care homes.</p> <p>Implications of COVID-19 means that work on the strategic priorities has been postponed.</p> <p>Financial risks relating to COVID 19 There is a significant financial implication to the IJB if the costs of the response to the crisis are not fully funded. There may be longer term implications that may have financial impact.</p>		<p>Sustained transmission of the virus in Orkney communities, affecting those most at risk.</p> <p>Outbreak in one of our care homes.</p> <p>Staff tiredness.</p> <p>Lack of available staff to provide the programme</p> <p>Conflicting demands on the department.</p>		<p>The consequences would be tragic for those affected.</p> <p>Failure to deliver the vaccination programme within Government timescales.</p> <p>Increased staff absence</p> <p>Failure to deliver on key strategic aims.</p>		<p>Treat</p>		<p>The previous actions described below remain in place with the regard to the provision of health and social care.</p> <p>Well communicated instruction for health and social care staff appropriate to professional role by Public Health.</p> <p>All national and local measures including social distancing, frequent handwashing, appropriate PPE, staff and service user/resident screening, self-isolation.</p> <p>Additional staffing been recruited in regard to vaccination programme.</p>	

The need to provide ongoing large scale vaccination programme with tight timescales has the potential to overwhelm staff.								Vaccination programmes starting with those most at risk. Conformance with all performance monitoring by Scottish Government and Care Inspectorate. Detailed financial planning and monitoring on COVID-19 spend is in place. Risk assessment integral part of the assessment process. All frontline managers provided with refresher training concerning statutory compliance.	
4.	Public Protection.						Strategic.		
Risk Rating:	Owner.		Chief Officer.						
Likelihood.	4.	Impact.	5.	RAG:	Very High.	Current Risk Score:	20.	Target Risk Score:	10.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.	
Findings of Children's and Adult's Services Inspection and Review Reports 2021. Potential of Adults Inspection and Review in next 18 months.		Identified level of public protection activity greater than family group comparators.		Ineffective working arrangements to identify, investigate, share information, and take collective, effective, protective action for children and vulnerable		Treat.		Improvement Plans for Children's and Adult's Services in place. Children's Services Progress reviews by Care Inspectorate, August 2021 and May 2022 indicate we are heading in the right direction.	

			adults experiencing or at risk of significant harm.				Chief Officer's Group Action Planning arrangements to address organisational public protection working arrangements and resource considerations.		
Number.	Risk Title.						Cluster.		
5.	Analogue to Digital Switchover.						Financial (as this is a strategic risk due to the financial risk).		
Risk Rating:	Owner.	Head of Health and Community Care.							
Likelihood.	5.	Impact.	4.	RAG:	Very High.	Current Risk Score:	20.	Target Risk Score:	10.
Vulnerability.	Trigger.		Consequences.		Options.		Mitigating Actions.		
Vulnerable adults left without access to Telecare as a means of support due to cost implications of an accelerated switch from analogue to digital phone lines.	Switch from analogue to digital planned for 2023 – 2025 in Scotland.		Vulnerable adults could be left without a means to contact someone if they are in need of help which could result in not getting appropriate treatment in a timely fashion.		Treat.		<p>Funding of £71,400 is available from the Scottish Government to test implementation of TEC.</p> <p>Ongoing support work with national groups such as Connecting Scotland has been undertaken through services.</p> <p>Programme board to ensure a functional central system capable of handling digital technology is implemented in suitable timeframe.</p>		

Number.	Risk Title.							Cluster.	
6.	Set Aside Budget.							Financial.	
Risk Rating:	Owner.		Chief Finance Officer.						
Likelihood.	4.	Impact.	4.	RAG:	High.	Current Risk Score:	16.	Target Risk Score:	12.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.	
Although the Set Aside Budget has been delegated the arrangement is not working as intended.		The information is not sufficient to be able to have the strategic oversight in line with the legislation.		Not meeting our statutory requirements. Potentially not able to fulfil preventive services or transformational change which will not be cost effective.		Treat.		Development session with Members on understanding of set aside budget. Development with Finance team on information that is required moving forward.	
Number.	Risk Title.							Cluster.	
7.	Budget Setting.							Financial.	
Risk Rating:	Owner.		Chief Finance Officer.						
Likelihood.	5.	Impact.	5.	RAG:	Very High	Current Risk Score:	25.	Target Risk Score:	15.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.	
Budgets are not set and approved prior to start of financial year and IJB will be operating without a formally agreed budget.		Not receiving formal budget offers from Partner bodies in a timeous manner.		Unable to commission/decommission services with financial resources attached.		Treat.		Ongoing discussions with partner bodies on more joined up working. Updated integration scheme to agree on how future budgets will be allocated.	

Number.	Risk Title.							Cluster.	
8.	Implications of National Care Service.							Strategic.	
Risk Rating:	Owner.		Chief Officer.						
Likelihood.	5.	Impact.	4.	RAG:	Very High.	Current Risk Score:	20.	Target Risk Score:	6.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.	
The Scottish Government's intention to create a National Care Service and to amend the functions of Integration Joint Boards may affect the provision of care in Orkney.		National developments relating to the redesign of adult care services may not take account of the unique requirements of delivering effective care services in remote and rural areas; the concern that eligibility for services may become more challenging for service users should a national set of criteria be required; and the possibility that the higher costs of care required for small services and related inter-island travel may not be recognised and funded appropriately.		Reduced ability to support and protect individuals and families by delivering effective care services within Orkney.		Treat.		Engage with the Scottish Government through COSLA, the Chairs' and Vice Chairs' national meetings, and through the Chief Officers' Group to ensure there is a full understanding of Orkney's challenges.	

Number.		Risk Title.						Cluster.			
9.		Isles Primary Care Model.						.			
Risk Rating:		Owner.		Head of Primary Care and Associate Medical Director, Community.							
Likelihood.		4.	Impact.		5.	RAG:	Very High.	Current Risk Score:	20.	Target Risk Score:	12.
Vulnerability.		Trigger.			Consequences.		Options.		Mitigating Actions.		
There is a risk that the IJB will fail to deliver and meet the population needs of the Isles.		<p>Consistently have no medical cover available to provide on-island response within INOC island, despite exhausting all local resource options, bank locums, and Agency provision.</p> <p>Failure to recruit to posts.</p> <p>Increasing staff vacancies.</p> <p>Model does not fully support Working Time Directive.</p> <p>Excess pressure and responsibility placed on neighbouring branch surgeries for remote support which may lead to increased anxiety / stress and associated impact on their performance.</p>			Island communities have no current 24/7 provision of care.		Escalated from Primary Care to IJB risk register.		<p>Urgent initial discussion around potential review of Model of Care to be undertaken.</p> <p>Decision to make around whether introduction of NHS24 for isles communities is required.</p> <p>Review of Emergency Response responsibility with Scottish Ambulance Service.</p> <p>Visit to Island Communities to discuss their needs.</p>		

	Reduced Staff Morale. Crisis management taking up Management time. High level Community concern. Reputational damage.			
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