#### **Stephen Brown (Chief Officer)**

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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 revisals to the Risk Register for Members' consideration and approval.

#### 2. Recommendations

#### It is recommended:

2.1. That, the Board consider the proposal revisals 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.
<b>Enterprise</b> : To tackle crosscutting issues such as digital connectivity, transport, housing and fuel poverty.	No.
<b>Equality</b> : To encourage services to provide equal opportunities for everyone.	Yes.
<b>Fairness</b> : To make sure socio-economic and social factors are balanced.	Yes.
<b>Innovation</b> : To overcome issues more effectively through partnership working.	Yes.
<b>Leadership</b> : To involve partners such as community councils, community groups, voluntary groups and individuals in the process.	Yes.
<b>Sustainability:</b> 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: <a href="mailto:pat.robinson@orkney.gov.uk">pat.robinson@orkney.gov.uk</a>, 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 Cons	sequences.			
	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 Financ	cial Sustainak	oility.	Financial					
Risk Rating:	Owner.		Chief Financ	e Officer.				1	
Likelihood.	4.	Impact.	5.	RAG:	Very High.  Current Risk Score:  Current Risk Score:				12.
Vulnerability.		Trigger.		Consequen	ces.	Options.		Mitigating Action	ons.
There is a risk to financial and depressures are reffectively plant managed over to longer term, result in a poter to meet legislat impact on the atto commission to the most vulner people in Orknet. Unable to delive existing savings achieve new satisfied a balance.	emographic not need for and the medium this could ntial failure ion and an bility of IJB services to able by.  er in full the sand vings to	Demographic resulting in ir demand for some support peoperations and its resources to increased defending.  Expectations delivery not we resources averaged and in the support of the supp	ncreased services. Dility to ble with ds at home ional meet emand. Dequirements by additional sof service within the	requirements Inability to m customer's a needs. Finan reputational of the service. Continued no savings targe	eet our assessed acial and damage to eed for ets poses a ation of all our s could have affect on ervices or onal change	Treat.		Financial informate reported regular Integration Joint highlights pressured and review and review medium term find IJB budget plant processes and selection of the Scottish Goldhas recognised regarding specific of the service and allocated additional Eligibility criterian which includes	ly to the Board which ure areas. se the ancial plan. ning crutiny. cy place in ional service partner  vernment the pressures ic elements id have inal funding. in place.

								transformation of ensure sustainal Performance representation of targets that are unmet.  Additional fundir	bility.  porting on a entifies either met or and from	
								Scottish Govern Health and Soci managing press	al Care on	
Number.	Risk Title.			Cluster.						
2.	Recruitme	ent and Reten	tion of Workf	orce.	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 Action	Mitigating Actions.	
Vulnerability. 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.		The service of have the right place, a time, to delive Plan priorities statutory fund Statutory officenable to dis	Service staff become overstretched.  The service does not have the right staff in the light place, at the right ime, to deliver Strategic Plan priorities and/ or statutory functions.  Statutory officers are linable to discharge their statutory functions		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.			now approved we complements the NHS Orkney Word Plans.  This anticipates, possible, the are greatest risk in semployees.  Consideration of approach to rede	This anticipates, as far as possible, the areas of greatest risk in shortfall of	

				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.			release of staff I means to ensure skills are retained.  More proactive a recruitment, such planning and attempton people to live ar	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.				<u>.</u>		Cluster.			
3.	COVID-19	•			Legislative.	Legislative.				
Risk Rating:	Owner.		Head of Hea	Ith and Community Care,	d Chief Finance Offic	Chief Finance Officer.				
Likelihood.	4.	Impact.	5.	RAG: Very High	Current Risk Score:	20	Target Risk Score:	10.		
Vulnerability.		Trigger.		Consequences.	Options.		Mitigating Acti	Mitigating Actions.		
Vulnerability.  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		Sustained tra the virus in C communities those most a Outbreak in c care homes. Staff tirednes Lack of availa provide the p Conflicting de the department	, affecting trisk. one of our ass. able staff to brogramme emands on	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.	d Treat		instruction for he social care staff to professional r Health.  All national and measures includistancing, frequency handwashing, a PPE, staff and second se	All national and local measures including social distancing, frequent handwashing, appropriate PPE, staff and service user/resident screening, self-		

implication to the IJB if the Additional staffing been costs of the response to recruited in regard to vaccination programme. the crisis are not fully funded. There may be Vaccination programmes longer term implications starting with those most at that may have financial risk. impact. Close partnership working The need to provide the with local resilience largest scale vaccination partnership and Community programme with tight Planning partners. timescales and the need Conformance with all to for the programme to potentially be delivered performance monitoring by Scottish Government and over the next 9 months has the potential to Care Inspectorate. overwhelm staff. 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. Risk assessment integral part of the assessment process. Rolling programme of All frontline managers provided with refresher training concerning statutory compliance.

PVG (Protecting Vulnerable Groups) scheme in place.

4.	Public Pr	otection.						Strategic.	
Risk Rating:	Owner.		Chief Office	er.					
Likelihood.	4.	Impact.	5. RAG: Very High. Current Risk Score: 20.		20.	Target Risk Score:	10.		
Vulnerability.		Trigger.		Conseque	ences.	Options.		Mitigating Act	ions.
Adult's Service Inspection and Reports 2021. Potential of Adu	indings of Children's and dult's Services aspection and Review eports 2021.  otential of Adults aspection and Review in Sepection activity greater than family group comparators.  Ineffective working arrangements to identify, investigate, share information, and take collective, effective, protective action for sepection activity greater than family group comparators.		Treat.		Children's and Services in pla Services Progr Care Inspector 2021, indicates heading in the COG Action Plarrangements organisational protection work	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			
Number.	Risk Title	•		1		1		Cluster.	
5.	Analogue	to Digital S	witchover.					Financial (as the strategic risk definancial risk).	
Risk Rating:	Owner.	wner. Head of Health and Community Care.					•		
Likelihood.	5.	Impact.	4.	RAG:	Very High.	Current Risk Score:	20.	Target Risk Score:	10.
Vulnerability.	•	Trigger.	•	Conseque	Consequences.		•	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.		be left witho contact som are in need could result appropriate	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.			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 Finan	e Officer.				-		
Likelihood.	4.	Impact.	4.	RAG:	High.	Current Risk Score:	16.	Target Risk Score:	12.	
Vulnerability.	•	Trigger.		Consequen	ces.	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.		requirement Potentially n preventive s transformati	Not meeting our statutory requirements.  Potentially not able to fulfil preventive services or transformational change which will not be cost effective.			Development session with Members on understanding of set aside budget.  Development with Finance team on information that is required moving forward.		
Number.	Risk Title.			•		1		Cluster.		

7.	Budget S	etting.						Financial.			
Risk Rating:	Owner.		Chief Financ	e Officer.							
Likelihood.	5.	Impact.	5.	RAG: Very High Current 25 Risk Score:				Target Risk Score:	15.		
Vulnerability.		Trigger.		Consequenc	es.	Options.		Mitigating Act	ions.		
Budgets are not set and approved prior to start of financial year and IJB will be operating without a formally agreed budget.		Not receivir budget offe Partner boo timeous ma	rs from lies in a	Unable to commission/o services with resources att		Treat.		Ongoing discus partner bodies joined up worki Updated integr to agree on hor budgets will be	on more ing. ation scheme w future		
Number.	Risk Title	).		Cluster.	Cluster.						
8.	Implication	ons of Nation	al Care Servic	e.				Strategic.	Strategic.		
Risk Rating:	Owner.		Chief Office	r.		1					
Likelihood.	3.	Impact.	3.	RAG:	Medium.	Current Risk Score:	9.	Target Risk Score:	6.		
Vulnerability.	1	Trigger.	-1	Consequen	Consequences.		1	Mitigating Act	ions.		
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.		relating to t adult care s not take ac unique requ delivering e services in rural areas;	velopments he redesign of services may count of the uirements of ffective care remote and the concern ty for services he more	and protect in	by delivering e services	Treat.		Engage with the Scottish Government through COSL 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 interisland travel may not be recognised and funded appropriately.								
Number.		Risk Title.						Cluster.		
9.	Isles Prim	ary Care Mo	del.							
Risk Rating:	Owner.		Head of Prin	nary Care and	d Associate Me	dical Director,	Communi	y.		
Likelihood.	4.	Impact.	5.	RAG:	Very High.	Current Risk Score:	20.	Target Risk Score:	12.	
Vulnerability.		Trigger.	Trigger.		Consequences.			Mitigating Actions.		
There is a risk will fail to delive the population the Isles.	er and meet	Consistently have no medical cover available to provide on-island response within INOC island, despite exhausting all local resource options,		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		
			bank locums, and Agency provision.  Failure to recruit to posts.  Increasing staff vacancies.					NHS24 for isles is required.		
		Increasing s							gency onsibility with ance Service.	
								Visit to Island Coto discuss their		

Model does not fully support Working Time Directive.	
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.	
Reduced Staff Morale.	
Crisis management taking up Management time.	
High level Community concern.	
Reputational damage.	

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September 2022.

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

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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 Financ	cial Sustainab	oility.					Financial		
Risk Rating:	Owner.		Chief Financ	e Officer.				1		
Likelihood.	4.	Impact.	5.	RAG:	Very High.	Current Risk Score:	20.	Target Risk Score:	12.	
Vulnerability.		Trigger.		Consequen	ces.	Options.		Mitigating Action	ons.	
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.  Unable to deliver in full the existing savings and achieve new savings to		• •	ncreased services. bility to ble with ds at home ional meet emand. equirements by additional	Not meeting requirements Inability to m customer's a needs. Finar reputational the service. Continued no savings targerisk for opera services. This a knock on expression of transformation which will no effective.	eet our ssessed ncial and damage to eed for ets poses a ation of all our s could have ffect on ervices or onal change	Treat.		Financial informate reported regular Integration Joint highlights pressured and review and review medium term finally budget plant processes and successes a	ly to the Board which ure areas. se the ancial plan. ning crutiny. cy place in ional service partner  vernment the pressures ic elements and have anal funding. in place.	

							transformation of ensure sustainal Performance repregular basis identagets that are unmet.  Additional funding Scottish Governing Health and Social managing press	bility. porting on a entifies either met or a from a ment for all Care on
Number.	Risk Title.	<b>!</b>					Cluster.	
2.	Recruitme	ent and Retent	tion of Workf	orce.			Staffing.	
Risk Rating:	Owner.		Chief Officer	:			·	
Likelihood.	5.	Impact.	5.	RAG: Very High	Current Risk Score:	25.	Target Risk Score:	9.
Vulnerability.	1	Trigger.		Consequences.	Options.	•	Mitigating Action	ons.
Insufficient wor planning action to shape future through redeple training etc. Capacity issues difficult for the strealise its priori Failure to recruretain appropria workforce.	s underway workforce byment and s make it service to ities.	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.			Service Workfor now approved w complements th NHS Orkney Wo Plans with antic completion Sep The draft Health Care Three Yea Plan submitted to Government on	which le OIC and lorkforce lipated 2022.  a & Social lir Workforce to Scottish

Regulatory authorities Further work required in report poor performance relation to social care / social and service is unable to work elements. respond effectively to inspection regulations. Workload tools will be employed to define current An increased risk in legal need against current position, challenges and as well as projecting future complaints. required workforce. It is anticipated this will be in place by March 2022. 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. 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. Retention will be addressed through a Learning Needs Analysis to be completed by

								December 2022 associated actio completed by Ma	n plan
Number.	Number. Risk Title. Cluster.								
3.	COVID-19							Legislative.	
Risk Rating:	Owner.		Head of Hea	lth and Community Car	e, Hea	ad of Primary Ca	are and C	Chief Finance Offic	er.
Likelihood.	4.			RAG: Very High	gh.	Current 2 Risk Score:	20	Target Risk Score:	10.
Vulnerability.	•	Trigger.		Consequences.		Options.		Mitigating Action	ns.
Vulnerable services users/patients a may be affected effects of the Coparticularly residuar care homes. Implications of 0 means that wor strategic priorition been postponed. Financial risks in COVID 19 Their significant finant implication to the costs of the residual care in funded. There in longer term imput that may have fimpact.	and staff d by the coronavirus, dents in covidents in covidents d on the es has d. relating to e is a cial e IJB if the ponse to ot fully may be dications	Sustained tra the virus in C communities those most a Outbreak in c care homes. Staff tirednes Lack of avail provide the p Conflicting de the department	, affecting at risk. One of our ass. able staff to programme emands on	The consequences we be tragic for those affected.  Failure to deliver the vaccination programm within Government timescales.  Increased staff absence Failure to deliver on ke strategic aims.	ne ce	Treat		The previous act described below place with the reprovision of heal care.  Well communication for he social care staff to professional rehealth.  All national and limeasures includistancing, frequiation handwashing, apper, staff and suser/resident scrisolation.  Additional staffin recruited in regar vaccination progressions.	remain in gard to the th and social ted ealth and appropriate ole by Public local ing social lent opropriate ervice reening, self-

The need to pro ongoing large s vaccination pro	scale gramme							Vaccination prog starting with the risk.	
with tight times the potential to staff.								Conformance w performance mo Scottish Govern Care Inspectora	onitoring by ment and
								Detailed financia and monitoring of spend is in place	on COVID-19
								Risk assessmer of the assessme	• .
								All frontline man provided with re training concern compliance.	fresher
4.	Public Pro	tection.						Strategic.	
Risk Rating:	Owner.		Chief Office	r.					
Likelihood.	4.	Impact.	5.	RAG:	Very High.	Current Risk Score:	20.	Target Risk Score:	10.
Vulnerability.		Trigger.		Consequence	ces.	Options.		Mitigating Action	ons.
Findings of Chi Adult's Service Inspection and Reports 2021. Potential of Adu Inspection and next 18 months	s Review ults Review in	Identified lever protection action family comparators	ctivity greater group	Ineffective we arrangement investigate, s information, a collective, eff protective ac children and	s to identify, hare and take fective, tion for	Treat.		Improvement Planch Children's and A Services in place Services Progrem Care Inspectora 2021 and May 2 we are heading direction.	Adult's e. Children's ss reviews by te, August 022 indicate

				•	eriencing or at iificant harm.			Chief Officer's C Planning arrang address organis protection worki arrangements a considerations.	jements to sational public ing
Number.	Risk Title.							Cluster.	
5.	Analogue	to Digital Sv	vitchover.					Financial (as thi strategic risk du financial risk).	
Risk Rating:	Owner.		Head of Hea	alth and Com	nmunity Care.				
Likelihood.	5.	Impact.	4.	RAG:	Very High.	Current Risk Score:	20.	Target Risk Score:	10.
Vulnerability.		Trigger.		Conseque	ences.	Options.		Mitigating Acti	ons.
Vulnerable aduli without access as a means of to cost implicate accelerated swanalogue to diglines.	to Telecare support due tions of an vitch from		n analogue to ned for 2023 – otland.	be left with contact so are in need could resu	e adults could nout a means to meone if they d of help which It in not getting e treatment in a nion.	Treat.		Funding of £71, available from the Government to implementation.  Ongoing support national groups. Connecting Scottobeen undertake services.  Programme boat a functional center capable of hand technology is important to suitable timefrater.	he Scottish test of TEC.  It work with such as otland has n through  ard to ensure tral system dling digital nplemented in

Number.	Risk Title						Cluster.		
6.	Set Aside	Budget.					Financial.		
Risk Rating:	Owner.		Chief Finan	ce Officer.			•		
Likelihood.	4.	Impact.	4.	RAG: High.	Current Risk Score:	16.	Target Risk Score:	12.	
Vulnerability.	1	Trigger.	1	Consequences.	Options.	1	Mitigating Act	ons.	
Although the So Budget has bee delegated the arrangement is working as inte	en not	The information sufficient to have the structure oversight in legislation.	be able to	Not meeting our statutor requirements.  Potentially not able to for preventive services or transformational change which will not be cost effective.	ulfil		Development session w Members on understand of set aside budget.  Development with Finanteam on information that required moving forward		
Number.	Risk Title						Cluster.		
7.	Budget S	etting.					Financial.		
Risk Rating:	Owner.		Chief Finan	ce Officer.					
Likelihood.	5.	Impact.	5.	RAG: Very Hig	Current Risk Score:	25.	Target Risk Score:	15.	
Vulnerability.		Trigger.		Consequences.	Options.		Mitigating Act	ions.	
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/decommiss 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 Titl	e.						Cluster.		
8.	Implicat	ions of Natior	nal Care Servic	e.				Strategic.		
Risk Rating: Owner.	Owner.		Chief Officer							
Likelihood.	5.	Impact.	4.			Current Risk Score:	20.	Target Risk Score:	6.	
Vulnerability.		Trigger.	•	Consequen	ces.	Options.		Mitigating Acti	ions.	
The Scottish Government's is create a Nation Service and to functions of Inte Joint Boards m the provision of Orkney.	nal Care amend the egration ay affect	relating to a adult care a not take accurrence in rural areas that eligibil may becon challenging users shouset of criter and the pothe higher required for services ar island travers.	g for service ald a national ria be required; ssibility that costs of care r small and related inter- el may not be I and funded	and protect	by delivering e services	Treat.		Engage with the Government this the Chairs' and national meetin through the Chis Group to ensure full understandi Orkney's challe	rough COSLA, Vice Chairs' gs, and lef Officers' e there is a ng of	

Number.		Risk Title.						Cluster.		
9.	Isles Prim	ary Care Mod	lel.							
Risk Rating:	Owner.	Head of Primary Care and Associate Medical Director, Commu						ity.		
Likelihood.	4.	Impact.	5.	RAG:	Very High.	Current 20. Risk Score:		Target Risk Score:	12.	
Vulnerability.		Trigger.		Consequen	ces.	Options.	•	Mitigating Action	ons.	
There is a risk that the IJB will fail to deliver and meet the population needs of the Isles.		provide on-is response wit	er available to sland hin INOC		nunities have 4/7 provision	Escalated fr Primary Car risk register	re to IJB	Urgent initial dis around potentia Model of Care to undertaken.	I review of	
		island, despite exhausting all local resource options, bank locums, and Agency provision.						Decision to make around whether introduction of NHS24 for isles communities is required.		
		Failure to red Increasing st vacancies.	cruit to posts.				Review of Emergency Response responsibility wit Scottish Ambulance Service			
		Model does support World Directive.	•					Visit to Island C to discuss their		
		Excess press responsibility neighbouring surgeries for support which to increased stress and as impact on the performance	y placed on g branch remote th may lead anxiety / ssociated eir							

Red	uced Staff Morale.		
	is management ng up Management s.		
	n level Community cern.		
Rep	utational damage.		

