

<div>The Highland Council / NHS Highland Partnership Risk Register</div> <div>RISK LOG</div> <div>Version: 2</div>										
Date Updated: 03/06.2025 - for ratification by JOG 13/06/2025		DATE risk identified	Lead	Likelihood	Consequence	Risk level	TARGET risk level	DATE target level to be achieved	Movement since last JMC	Mitigating Actions / Updates
1	If transformation is not delivered across the partnership there is a risk to safe service delivery given the resources- both financial and staff - available.		CO Integration and CO HSCP delegated to Programme Manager	Possible	Major	HIGH 12			No change	Strategy development and plan to support service redesign in terms of the presenting financial context Level of funding to be agreed in terms of the Integration Scheme in terms of recurrent and non-recurrent costs. Development of agreed and achievable savings targets and cost reduction Programme approach to achieve transformation and reporting to the JMC. 08/11/24 - Appointment of Programme Manager and transformation manager reduce risk of not delivering transformation by changing Likelihood from likely to possible and the score from High 16 to High 12. 03/06/25 Risk remains unchanged , savings yet to be identified through transformation programme.
2	Workforce. The challenges in recruiting to vacant posts across the Partnership in terms of all health, social work and social care and support posts may result in a failure to deliver all services to at least statutory minimum levels thereby creating risk to service users which could have significant impact on their health safety and wellbeing. There is a risk that extensive use of agency staff may not consistently deliver required service outcomes	12/10/2023	CSWO/CO HSCP Delegated to HOS Community Directorate	Almost certain	Major	VERY HIGH 20			No change	Workforce planning across the partnership to support recruitment and retention Actions taken to reduce agency spend where possible by both partner agencies Embed a social work relief pool to cover all areas of Highland expanding upon the NHS CRT Scheme Engage with UHI in terms of Social Work Course and apprenticeships for social care roles Consider SSSC data base with a view to considering return to the profession by qualified staff 03/06/2025 Risk remains unchanged. Focused professional support to some areas in place and dedicated recruitment campaigns.
3	Information Technology. The risk re the availablity of IT is two fold:- 1. There is a risk of clinical services providing inconsistent care because there are no integrated electronic records across the partnership resulting in potential harm to adults and children. 2. CareFirst: The lack of software updates and development will not be met as the system is at the end of its life. If the systm is not replaced timeously this is likely to lead to loss of data, practice, technology, data, reporting, capability maturity developments and associated benefits across the partnership if the system if not updated.	12/10/2023	CSWO/CO HSCP CareFirst replacement delegated to Head of Income and Transactions.	Likely	Moderate	HIGH 12			No change	Partnership Working group established re Carefirst replacement and where necessary and other improvements to local systems In NHS, there is a lack of standardised electronic systems across Teams meaning that reports are pulled via manual extraction, with both paper and electronic files used as back up.
4	There is a risk that as a partnership we are not realising the benefiits of integrated working in terms of the Integration Scheme. By not delivering upon the intent set out within the Integration Scheme in place between NHS Highland and The Highland Council the Partnership may not be providing the associated benefits to service users.	12/10/2023	CSWO/CO	Possible	Moderate	MED 9			No change	Improved Working of JMC and JOG to support and deliver change Ensure implementation of Strategic Plans for both childen and adults are implemented to deliver integrated outcomes. Appointment of rededicated resource - Head of Integration, HHSCP To be archived after Board Decision 17/01
5	Equality of Provision - There is a risk that there may not be parity of access to service across all geographical areas in Highland and across all populations.	May-24	CSWO/CO And delegated to HOS Integration, Strategy and Transformation	Likely	Moderate	HIGH 12			No change	Work with local communities to deliver place based care noting that thismay be be an issue in terms of existing service provision. 03/06/2025 Supporting Strategy development included in Transformation Programme
7	Young People's Transitions. There is a risk that young people transitioning from children's services to adult services do not receive the support they need at this time so that they may not receive the appropriate support for that transition and that as such their needs are not met.	12/10/2023	CSWO/CO And delegated to HOS Mental Health and Learning Disability	Likely	Moderate	HIGH 12			No change	Closer liaison across the partnership to deliver improved outcomes for young people transitioning from THC (including education) to NHSH Development of a Shared protocol to include consideration of a joint commissioning strategy Development of a pathway and guidance for practitioners in relation to roles and remits Engagement established with housing colleagues to progress further 03/06/2025 Transitions is a key workstream in the Transformation Programme

9	Inspections. Failures to deliver registered services in terms of standards as expected by the Care Inspectorate results in a risk to children and adults and a consequential reputational risk for the partnership.	12/10/2023	CSWO/CO and delegated to Head of Registered Services (NHS) and Head of Social Work Services (THC)	Possible	Moderate	MED 9			No change	Ensure adequate and safe staffing levels (particularly in terms of outcome of Children at Risk of Harm inspection) Escalate any presenting risk to JMC in terms of registered services Commissioning frameworks to be developped to address any identified gaps in service across integrated functions Liaise with the Care Inspectorate in terms of monitoring progress and report to JMC for scrutiny and assurance Note recent positive inspections in terms of adult protection and adoption and fostering
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10	Need to achieve service redesign within financial parameters across the Division and working in partnership with the Highland Council.	12/10/2023	CSWO/CO delegated to programme managers within Transformation Programme.	Possible	Moderate	MED 9			No change	<p>Strategy development and plan to support service redesign</p> <p>Agreed level of funding - recurrent and non-recurrent with clear efficiency targets</p> <p>Divisional structure and leadership responsibilities</p> <p>Programme boards and Finance recovery board in place</p> <p>08/11/2024 update Transformation Programme in development and Transformatio Managers in Place. Transformation Fund available.</p>
11	Care Home Viability. Any lack of care home - or other - care provision across Highland arising from financial and resource pressures faced by providers results in care home closures and a reduction in capacity to provide care services which leads to a risk that service users health and social care needs are not being met.	12/10/2023	CSWO/CO And delegated to Director of Adult Social Care	Almost certain	Major	VERY HIGH 20			No change	<p>Negotiating with providers to manage closures over longer time periods and to delay closures so as to minimise overlaps.</p> <p>Partnership discussions to take place at early stages to consider any purchase of homes in terms of agreed framework and consideration of finding alternative providers to take over running of the homes.</p> <p>Workforce planning work in terms of identified workforce risk</p> <p>Engagement with Scottish Government at senior level to reflect unique Highland challenges</p> <p>Transformational work to be identified to consider care solutions which are not predicated on admission to a care home</p> <p>Transformational work with a focus on early intervention to keep people in their homes and in communities longer.</p> <p>08/11/24 Likelihood increased to almost certain with notice of closure by a further care home. Risk raised from High to Very High</p>
13	Out of Hours Care At Home delivery . There is a risk that services will not be delivered to people who require care at home services 7 days a week as there is inadequate/no cotingency in parts of NHS Highland to adequately provide cover outside normal business hours.	12/10/2023	CSWO/CO And delegated to HOS Community Directorate	Almost certain	Major	VERY HIGH 20			No change	<p>Work across the Partnership to develop robust contingencies particularly in relation to North & West Areas which are not reliant on the Emergency Social Work Team seeking to manage contingencies</p> <p>Engagement with HR and TUs as appropriate in terms of job descriptions and need to support care at home outwith office hours - Involvement of Head of Registered Services with a view to taking this forward as a priority</p>
15	There is an absence of clear governance structures, policies, procedures and learning and development plans in relation to all professions across the partnership	12/10/2023	CSWO/CO	Possible	Moderate	MED 9			No change	03/06/2025 Governance structures being clarified and paper to JMC June 2025
16	The Partnership are not currently in a position to provide the required s22 psychiatrist reports to support necessary applications for guardianships for adults who lack capacity which means that such adults may be at risk because the appropriate legal framework is not in place to support them to live safely.	12/10/2023	CSWO/CO And delegated to Head of Mental Health and Deputy Medical Director	Likely	Major	HIGH 16			No change	<p>Improve processes to ensure the availability of a s22 doctor where and when required - a triage process has been developped meantime which seeks to prioritise those cases on the basis of urgency</p> <p>Ensure all consultants and agency consultants are s22 trained</p> <p>Facilitate training where appropriate</p>