





IJB Risk Register

IJB.IR.01 Financial Stability




Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.IR.01	<p>Risk cause Uncertainty as to the allocation of financial resource to the IJB.</p> <p>Risk event The lack of a clear budget is prohibiting budget planning, with a reducing time until the IJB is formally in operation.</p> <p>Risk effect Inability of IJB to set its own budget and therefore to plan service delivery and redesign</p>	David *King	Chief Finance Officer (CFO) appointed to IJB	5	5	

Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.IR.01-A3	Awaiting final financial assurance report on adequacy of budget setting process	Q1 17/18: Financial assurance carried out for 2017/18 budget £5million pressures	David *King	31-Dec-2016	
IJB.IR.01-A4	Budget shortfall	Q1 17/18: Plans being developed to address the potential budget shortfall.	David *King	31-Mar-2018	


IJB.IR.02 Current Recruitment of health visitors ,GPs and District Nurses

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.IR.02	<p>Risk cause Current shortage of Health Visitors,GPs and District Nurses.</p> <p>Risk event Insufficient numbers of qualified people to deliver services based on current models. GP practices close. Increased number of closed and/or restricted lists and resulting impact on other practices Patients not being able to register with their local practice Additional workload for existing GPs due to inability to fill vacancies Increased pressure on other parts of the health & social</p>	Allister Short	<ol style="list-style-type: none"> 1. Individual meetings with Practices to discuss key issues and pressures. 2. Additional investment and capacity through LEGUP, pharmacy input, extension of premises and provision of equipment by the HSCP. 3. Monthly GP Reps meeting to review pressures and explore collective approaches. 4. Development & ongoing review of vulnerability register for all Practices in Midlothian. 5. Establishment of new Practice within Midlothian to create additional capacity within the area. 6. Funding for refurbishment work for new Practice now agreed 7. Procurement process due to start and 3 notes of interest in taking on new Practice 8. A Practice which previously had a restricted list is now fully open 	5	5	

	care system Increased demands during Winter may impact on unscheduled care within the acute setting Risk effect Negative Impact on service delivery where services require Health Visitors, GPs and District Nurses. Six GP practices in Midlothian have now closed their lists to new patients.		9. Additional Winter investment for Hospital at Home and Homecare to provide more capacity and relieve pressures on primary care 10. Additional therapy input (OT & PT) through Winter funding to support rehabilitation services due to possible increased falls risk 11. Recruitment of further 'House of Care' wellbeing workers across 6 Practices in Midlothian to reduce demands on GP time (funded by PCTF)			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.IR.02.A1	Develop Alternative Services	Q1 17/18: The Wellbeing Service staff in place within 8 GP Practices	Allister Short	31-Mar-2017	
IJB.IR.02.A3	Recruitment of District Nurses	Q1 17/18: There is a national recruitment drive. Locally a number of band 5 nurses have been recruited to cover the shortfall in Band 6	Allister Short	31-Mar-2018	
IJB.IR.02.A2	Recruitment of Health Visitors	Q1 17/18: Appointments made to address pressures on Health Visitors.	Allister Short	31-Mar-2017	

IJB.IR.03 Delayed discharge


Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.IR.03	Risk Cause Insufficient community supports to enable timely discharge Risk Event Capacity of Community Support outstripped by demand Risk Impact There is a risk that patients will have their discharge delayed because there is insufficient community supports to enable timely discharge leading to deterioration in their health, beds being blocked and elective operations potentially being cancelled.	Eibhlin McHugh	1. Implementation of a 4 week pilot to divert all possible nursing home admissions to the Flow Centre and then to MERRIT to prevent admission to hospital 2. Increased use of Midlothian Community Hospital to support patient moves to downstream beds and relieving some of the pressures on acute sites 3. Review of in-house service provision to increase capacity within Reablement through more effective use of the Complex Care service 4. Additional management support being provided to external Care at Home provider to address concerns over service delivery 5. Work underway to transfer care at home service that is now due to end on 31 March 2017 to ensure continuity of care for clients 6. Management support being provided to external Care at Home service to bring stability and improvements in service delivery 7. Recruitment campaign for additional staff over the summer months is underway, targeting local universities and colleges 8. Overall review of care at home services now nearing completion – this will create blueprint for future planning and delivery of services 9. Tender published on Procurement website for new Framework Agreement in Midlothian to deliver care at home 10. Temporary appointment of senior manager to take on discharge co-ordination role across Midlothian	5	5	




IJB.OP.01 Strategic Plan

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.OP.01	The creation of a Strategic Plan provides the opportunity to describe the future shape of health and care services.	Eibhlin McHugh	<p>The Strategic Plan sets out the direction of travel for all health and care services and identifies how available funding will be used to enable some of these changes to take place.</p> <p>New funding such as social care monies and Primary Care Transformation funds will enable some of the aspirational plans to be put into effect.</p> <p>Direction provides clarity and specificity about actions flowing from the Strategic Plan.</p> <p>Health and Care Transformation Board has been established to ensure a SMART (Specific, Measurable, Achievable, Realistic, Timely) approach to implementation of the Strategic Plan.</p>	3	4	

Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.OP.01.A2	Hospital Beds	Q1 17/18: Midlothians' performance on Delayed Discharge has deteriorated in 16/17. The implementation of the Strategic Plan is dependant on improving the efficiency in the use of hospital beds. A series of actions have been taken to address the issue of delayed discharge.	Eibhlin McHugh	01-Dec-2017	
IJB.OP.01.A3	Formal Directions	Q1 17/18: New formal Directions approved and issued to Midlothian Council and NHS Lothian.	Eibhlin McHugh	31-Mar-2018	
IJB.OP.01.A4	New Health and Care Delivery Plan	Q1 17/18: New Health and Care Delivery Plan for 2017/18 approved and being implemented thought 2017/18.	Eibhlin McHugh	31-Mar-2018	


IJB.OP.02 Additional funding for IJBs




Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.OP.02	The IJBs share of additional social care funding announced by the Scottish Government is £3.6m.	David *King	<p>Work continues to determine what proportion of this budget is available for transformation.</p> <p>Allocation letters received by IJB, Chief Finance Officer.</p>	3	3	

Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.OP.02.A1	Living Wage	Q1 17/18: Additional monies are to be made available by the Scottish Government in 2017/18 to include Personal Assistants and Day Care Staff	Alison White	31-Mar-2017	
IJB.OP.02.A2	Additional funding	Q1 17/18: New allocation of £1.7m for 2017/18, use is being finalised.	Eibhlin McHugh	31-Mar-2018	
IJB.OP.02.A3	Ensure allocations used in line with Directions	Q1 17/18: Additional in year allocations to NHS Lothian that represent delegated functions to the IJB. Chief Finance Officer will develop new process	David *King	30-Sep-2017	


		to ensure allocations representing delegated functions are used in accordance with the IJB's Directions.			
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IJB.RR.01 Balancing budget in future years

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.01	<p>Risk cause Inadequate resources to meet demand in the manner in which services are currently delivered.</p> <p>Risk event Inability to meet demand within existing resources.</p> <p>Risk effect Overspends due to excessive demand for services, quality failures, and cuts in other services.</p>	David King	<p>Chief Finance Officer appointed to IJB to support the management of finance.</p> <p>Early Warning Indicators from NHS Lothian and Midlothian Council.</p> <p>Strong budget control systems in place in NHS Lothian and Midlothian Council.</p>	5	5	


Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.01.A1	Financial Strategy	Q1 17/18: The IJB has approved the approval to the development of a local financial strategy. Scottish Government announced the settlement for local government and NHS Boards on 15 December 2017	David *King	31-Jan-2017	
IJB.RR.01.A2	Multi year financial plan	Q1 17/18: Multi-year financial plan being developed with the IJB partners	David *King	31-Mar-2018	
IJB.RR.01.A3	Realistic Care, Realistic expectations	Q1 17/18: Plan being implemented to ensure spend consistent with available resource.	David *King	31-Mar-2018	


IJB.RR.02 Inherited Financial Commitments

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.02	<p>Risk cause Financial commitments planned and/or incurred during 2015/16, which carry through to 2016/17 when the IJB assumes responsibility.</p> <p>Risk event IJB is committed to expenditure which is inconsistent with the direction of travel outlined in its Strategic Plan.</p> <p>Risk effect The Community Health Partnership will have made financial commitments when in operation some of which will extend in to the period covered by the newly formed IJB and will require to be honoured.</p>	Dave *King	<p>Early warning indicators from NHS Lothian and Midlothian Council</p> <p>Strong budget control systems in place in NHS Lothian and Midlothian Council</p> <p>Contracts with third parties are laid out in a way which reflects the likelihood of changes being required - particularly in relation to Self Directed Support.</p>	3	4	


Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.02.A1	Risk Sharing	Q1 17/18: The is no risk sharing agreement in place for 2017/18. The implications are being considered by the IJB.	Eibhlin McHugh	31-Oct-2017	
IJB.RR.02.A2	Learning Disability and Mental Health	Q1 17/18: The inherited financial commitments in Learning Disability and Mental Health have been identified and the IJB will indicate to NHSL what it is able to invest in these areas.	David *King	31-Mar-2018	

IJB.RR.03 Demographic Changes


Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.03	<p>Risk cause Increasing demands on services as a result of ageing population, and increasing numbers and complexity of need of children moving into Adult Services.</p> <p>Risk event Inability to meet demand within existing resources.</p> <p>Risk effect Demands made on Social Care resource budget exceed available budget.</p> <p>Capacity to maintain and develop preventative services is put at risk.</p>	Eibhlin McHugh	<p>Annual review of joint needs assessment so that the allocation of resources can be reviewed and amended.</p> <p>Continual process of service redesign to ensure people access services quickly, and their recovery is supported effectively.</p>	5	5	


Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.03-A1	Budget report including demographic preasures	Q1 17/18: Midlothian Council Budget allocation for 2016/17 included demographic impact on Social Care Budget.	David *King	20-Dec-2016	

IJB.RR.04 Governance


Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.04	<p>Risk cause Complexity of governance arrangements for the three bodies - NHS Lothian , Midlothian Council and the IJB - having to work together</p> <p>Risk event Issues arise which lead to uncertainty about decision making authority.</p> <p>Risk effect The IJB's governance systems are unable to operate effectively.</p>	Eibhlin McHugh	<p>Performance Reports</p> <p>Use of Audit to Monitor effectiveness of Internal controls</p> <p>Code of Corporate Governance</p> <p>Integration Scheme</p>	4	4	

IJB.RR.06 Information Security (Data Protection)



Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.06	<p>Risk cause IJB members are likely to be provided with a range of confidential materials in discharging their duties as IJB members. General Data Protection Regulation is a new piece of legislation currently being formulated by the European Commission. It is expected to be agreed in the first part of 2016 with a two year lead in period.</p> <p>Risk event Release of sensitive information into the public domain could breach data protection rules. The Regulation is expected to be agreed in the first part of 2016 with a two year lead in period.</p> <p>Risk effect Potential action against the board as a data controller. The Regulations are expected to bring about a number of requirements on the IJB including mandatory reporting of all data breaches, appointment of a Data Protection Officer and the potential for fines ranging to 4% of turnover or 20million Euros whichever is greater.</p>	Eibhlin McHugh	<p>Data sharing agreements in place</p> <p>Interagency Information Exchange will enable secure exchange of information at individual patient level.</p>	3	4	

Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.06.A1	Interagency Information Exchange	<p>Q1 17/18: Off Target Testing uncovered missing functionality in Mosaic regarding restricted and non-disclosed records. Upgrade to Mosaic v5.13.2.3 required, installed in test on 15th June, testing cannot re-commence until 17th July due to staff absence and annual leave.</p>	Mike O'Rourke	31-Mar-2017	


IJB.RR.07 Managing Change



Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.07	<p>Risk cause Information on changes to service released before service user or employees consultation strategy developed.</p> <p>Risk event There is the potential for information to be released on draft schemes or proposals for changes to service delivery.</p>	Eibhlin McHugh	<p>There is a Communication Officer allocated to support the IJB working in close collaboration with the Communication Teams in the Council and NHS Lothian.</p> <p>There is an Organisational Development Officer in post, delivering an OD programme alongside a number of Lothian-wide initiatives.</p>	3	4	

	Risk effect This could have a negative impact on Service Users and Employees by creating unnecessary concern regarding potential changes which have not been fully considered or consulted on.				
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.07.A1	Communications Strategy	Q1 17/18: Communication plans are being developed and implemented across the service.	Eibhlin McHugh	31-Mar-2018	
IJB.RR.07.A2	Organisational Development Programme	Q1 17/18: An organisation development programme is being delivered and a long term workforce being developed.	Eibhlin McHugh	31-Mar-2018	

IJB.RR.08 Management Information




Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.08	Risk cause The two main software systems used within the Council (Framework-i) and NHS Lothian (Trak) to support the delivery of adult and social care do not integrate at present. Risk event These systems are used to drive performance information. Risk effect The lack of integration of the information between the systems reduces the potential for holistic reporting.	Allister Short; Alison White	The Interagency Information Exchange allows direct and up to date access to other professional's information. The use of Anticipatory Care Plans will be rolled out so the information is available at times of crisis/deterioration.	5	3	

Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.08.A1	Interagency Information Exchange	Q1 17/18: Off Target Testing uncovered missing functionality in Mosaic regarding restricted and non-disclosed records. Upgrade to Mosaic v5.13.2.3 required, installed in test on 15th June, testing cannot re-commence until 17th July due to staff absence and annual leave.	Mike O'Rourke	31-Mar-2017	
IJB.RR.08.A2	Performance Information	Q1 17/18: Work continues on the development of a comprehensive performance framework for the IJB.	Allister Short; Alison White	31-Jul-2018	


IJB.RR.09 Leadership Capacity - IJB



Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.09	Risk cause Changing membership of IJB creates challenges to ensure all members have a clear understanding of the Integration	Eibhlin McHugh	National and local Induction programs in place. Membership changes incrementally.	3	3	

	<p>of Health and Social Care.</p> <p>Risk event New members may have a knowledge gap around the work of the IJB, the planned outcomes and measures to drive forward improvement.</p> <p>Risk effect Ability of new members to make a positive contribution to the IJB.</p>		User, Carer and Third Sector members receive pre-meeting support.			
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.09.A1	IJB Development Sessions	Q1 17/18: An annual programme was implemented in November 2015. The programme has enabled members to grow in confidence in their understanding of their role and responsibilities, by way of focused discussion on specific topics. The sessions have involved dialogue with each other, drawing on the knowledge of key practitioners from the partnership, in attendance. Topics have included Financial management, Risk Assessment and Risk Management, Changing models of Health and Social Care, Primary Care Strategy, Mental Health, Substance Misuse and Recovery.	Eibhlin McHugh	31-Mar-2018	
IJB.RR.09.A2	Leadership	<p>Q1 17/18: Midlothian has invested in the pan-Lothian 'Playing to your Strengths' learning opportunity for members of Senior managers and other key strategic posts. The focus of <i>Playing to your strengths</i> is on helping people to leverage their strengths as leaders, to become more resilient in pursuit of the organisation's vision. This approach assumes that where people play to their strengths they are energised and can channel energy into improving their resilience as leaders. 30 managers have participated with positive evaluation.</p> <p>The next step is for this to be offered in Midlothian to all middle managers within the H & SC partnership.</p> <p>The pan-Lothian commissioned team development toolkit will be beneficial to Team Leaders in their leadership role in 2017.</p> <p>Midlothian partnership is connecting with the National Collaborative Leadership resource in 2017, with a focus on leadership within localities.</p>	Eibhlin McHugh	31-Mar-2018	
IJB.RR.09.A3	New Board Members	Q1 17/18: Induction program prepared.	Eibhlin McHugh	31-Jul-2017	

IJB.RR.10 Workforce Capacity Including Recruitment & Retention of Health and Social Care Staff


Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.10	Risk cause Potential future shortage of Health Visitors, District Nurses, GPs and Social Care staff. Risk event Insufficient numbers of qualified people to deliver services based on current models. Risk effect Negative impact on service delivery where services require Health Visitors and GPs.	Allister Short; Alison White	National program of training for GPS and Health Visitors. Living Wage commitment to address low paid positions. Local Workforce Plan being developed which will include the development of new roles and a changing skill mix. Health and Social Care Academy being established.	3	4	

Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.10.A1	Workforce Planning	Q1 17/18: Good progress is being made to develop a workforce strategy across health, council, voluntary and independent sector.	Eibhlin McHugh	31-Dec-2017	
SRP.RA.04	SSSC Care at Home	Q1 17/18: The process for registration of Care at Home staff will begin on 1st October 2017. This will be a significant step towards professionalising the workforce.	Allister Short; Alison White	31-Dec-2017	


IJB.RR.11 Working With Other Organisations (Partnership)


Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.11	Risk cause The establishment of the Health and Care Partnership (HSCP) may reduce the efforts required to work with other Community Planning partners. Risk event THE HSCP focusses too narrowly on its immediate responsibilities to deliver direct services in health and care, and neglects the task of building long term sustainability. Risk effect The HSCP does not achieve its long term objectives.	Eibhlin McHugh	The IJB Chair and Chief Officer are members of the Community Planning Board. Health and Social Care are actively in Area Targetting Work. Inequality is the key objective of the CPP over the next three years. Other agencies - e.g. Housing; Libraries; Fire and Rescue; Ambulance - are actively involved in joint planning groups.	3	4	

Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
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IJB.RR.11-A1	Community Plan	Q1 17/18: Adult Health & Care Action element of the wider Community Plan currently agreed.	Eibhlin McHugh	28-Mar-2017	
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IJB.RR.12 Ability to Deliver Personal Outcomes

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.12	<p>Risk cause Services are not responsive to the needs to individuals.</p> <p>Risk event People receive inappropriate, ineffective and inefficient services</p> <p>Risk effect Outcomes for individuals do not meet their individual needs.</p>	Eibhlin McHugh	<p>The continuing implementation of Self Directed Support will help shift the culture of social care services.</p> <p>The implementation of "House of Care" Wellbeing Services will help to promote a "whole person" approach in Primary Care.</p> <p>Reporting on outcomes as well as quantifiable performance data will help reinforce this objective.</p> <p>Strategic Plans and Commissioning Processes will help to reinforce the focus on outcomes.</p>	3	4	


Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.12-A1	Realistic Care	Q1 17/18: Review of model of Social Care in relation to outcomes, risk and self-directed support.	Eibhlin McHugh	31-Mar-2018	

IJB.RR.13 Interdependencies with NHS Lothian and Midlothian Council


Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.13	<p>Risk cause The formal arrangements as laid out in the Integration Scheme and the Provision of Directions may encourage an "us" and "then" dynamic.</p> <p>Risk event Council and NHS Lothian staff fail to take initiatives and demonstrate full commitment to service redesign proposed by the IJB.</p> <p>Risk effect Innovation and collaborative working will be impeded.</p>	Eibhlin McHugh; Alison White	<p>Organisational Development Programme.</p> <p>Inclusive approach to strategic planning.</p> <p>Continual reinforcement of a collaborative culture.</p> <p>Effective senior leadership capacity.</p>	4	4	


Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.13.A1	Directions	Q1 17/18: 2017/18 Directions issued to Council and NHS Lothian.	Eibhlin McHugh	31-Mar-2017	

IJB.RR.14 Business Continuity

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.14	<p>Risk cause Lack of clarity about Business Continuity arrangements.</p> <p>Risk event The Health & Social Care Partnership is unable to implement proposals in the absence of an effective governing body.</p> <p>Risk effect The IJB fails to make good progress with the implementation of its Strategic Plan.</p>	Eibhlin McHugh	<p>Integration Scheme - standing orders and a code of governance in place.</p> <p>Substitute IJB members in place by NHS Lothian, Midlothian Council, Users, Carers and Third Sector.</p>	3	4	


IJB.RR.15 Service Provider Business Continuity

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.15	<p>Risk cause External providers of Care at Home services unable to meet service and quality requirements as a result of a lack of capacity.</p> <p>Risk event The capacity to deliver good quality services is restricted</p> <p>Risk effect This has had an impact on delayed discharge. The delivery of adult health and social care requires uninterrupted delivery of service as care needs are continuous.</p>	Allister Short; Alison White	<p>1. The Council and NHS have their own Business Continuity Plans and arrangements in place to monitor third party suppliers.</p> <p>2. The Council are in the process of bringing some of the Care at Home Services under the control of the Council as a short term measure.</p> <p>3. Commissioning for alternative suppliers for Care at Home Services.</p> <p>4. Secondment of Council manager to support external provider</p> <p>5. Framework Agreement being implemented from 1 October with increased number of local providers.</p>	5	5	


Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.15.A1	Care at Home	Q1 17/18: New provider now in place and new model of care being developed another provider has signalled its difficulties in meeting the contract.	Allister Short	01-Oct-2017	

IJB.RR.16 Liberton Community Hospital


Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.16	<p>Risk cause The interdependency of the IJB on NHS Lothian and other IJBs may impact on the speed and clarity of plans to relocate to Midlothian Community Hospital and enhanced community services.</p> <p>Risk event The changes do not go ahead within the planned timescale.</p> <p>Risk effect The key change planned in relation to shifting the balance of care does not proceed as planned. There is also a failure to generate the required financial savings.</p>	Allister Short	<p>Cross Partnership Steering Group established under the chair of Midlothian Head of Health.</p> <p>Individual Project register sets out current risks and controls.</p>	5	4	

Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.16.A1	Project Plan	Q1 17/18: From 24th July 2017 Midlothian partnership have no longer been using Liberton Hospital: this service is now provided in Midlothian Community Hospital.	Allister Short	31-Mar-2017	


IJB.RR.17 Complex Care Build - Penicuik



Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.17	<p>Risk cause Failure to clearly determine the correct service design - building and staffing - and allocation criteria.</p> <p>Risk event</p>	Alison White	<p>Project Risk Register</p> <p>Project Team in place</p>	2	4	

	<p>The project is not delivered on time and/or to the correct specification.</p> <p>Risk effect The residents allocated to the service will not have the level of complexity of need originally envisaged, and therefore budget savings will not be realised.</p>					
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Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.17.A1	Care Provider	Q1 17/18: Following a tendering process a new provider has been commissioned	Alison White	31-Mar-2017	

IJB.RR.18 Use of Acute Hospital Beds


Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.18	<p>Risk cause Midlothian has too high a usage of hospital beds for people who are fit to be discharged or who did not need to be admitted in the first place.</p> <p>Risk event Acute hospitals are unable to function effectively and efficiently because of the number of people occupying beds who do not require hospital care.</p> <p>Risk effect The difficulty of shifting resources to community based services will continue, and people who need hospital care will experience delays.</p> <p>The acute hospital system has to commission services from private providers to meet national targets.</p>	Allister Short; Alison White	<p>On going monitoring of quality</p> <ol style="list-style-type: none"> 1. MERRIT (Midlothian Enhanced Rapid Response & Intervention Team) responds to emergency calls and referrals from the community teams, GPs, Ambulance Service, intermediate care and the Falls Prevention Team. This is evidenced by activity data and interventions from across the MERRIT service. 2. Funding now in place to increase capacity within the MERRIT Service, which will include additional nursing and carers. 3. Introduction of new service to support patients with COPD to remain at home. 4. Additional nursing and medical input within MERRIT. 5. Expansion of MERRIT beds within the 'virtual ward' from 10 up to 15 beds. 	4	5	

Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.18.A1	Hospital Plan	Q1 17/18: Information has now been gathered about the current use of the IJB's share of acute beds. This will enable more detailed planning of the future use of the set-aside budget.	Eibhlin McHugh	31-Dec-2017	
IJB.RR.18.A2	Target on use of Accute beds	Q1 17/18: Scottish Government proposed target for IJB's, Midlothian IJB has set targets and have developed a plan and presented to IJB.	Eibhlin McHugh	31-Mar-2017	

IJB.RR.19 Regulatory Change - Children & Young Person Act

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.19	<p>Risk cause The Children & Young Person Act will extend the duration of care for young people into adulthood.</p> <p>Risk event The period of care afforded to young people is set to increase up to the age of 25.</p> <p>Risk effect Potential for uncertainty about respective responsibilities of children's and adult's services may result in confused arrangements.</p>	Alison White	<p>Transitions Group in place</p> <p>A review of the working arrangements between Adult Care, Child Care and Child Health Services is underway.</p>	4	4	

IJB.RR.20 Regulatory Change - Carers Act

Risk Code	Risk Identification	Managed by	Risk Control Measures	Likelihood	Impact	Risk Evaluation
IJB.RR.20	<p>Risk cause Carers Act continues to give rise to uncertainties about how respite for carers will be funded.</p> <p>Risk event The impact of the Act leads to a funding gap in charges generated by the Council.</p> <p>Risk effect A minimalist approach is adopted by the Partnership due to the concern that funding will not be available.</p>	Allister Short; Alison White	<p>Guidance is being sought continually from the Scottish Government and COSLA (Council of Scottish Local Authorities).</p> <p>Creative options being considered through the Self Directed Support Project Board.</p>	3	3	

Related Action Code	Related Action	Related action latest note	Managed By	Due Date	Status
IJB.RR.20.A1	Implementation of Act	Q1 17/18: Midlothian has agreed to be a pilot site for the implementation of the act.	Allister Short; Alison White	31-Mar-2018	