

# Regional Mental Health Service

## Collaborative Board Meeting

**28 January 2025**

<b>TITLE</b>	Regional Mental Health Service: Risk Register
<b>PAPER NUMBER:</b>	2b
<b>PREPARED BY:</b>	Gavin Quinn, Head of the Regional Mental Health Service, DoH
<b>ISSUE:</b>	Regional Mental Health Service Risk Register detailing identified risks and associated mitigations.
<b>RECOMMENDATION:</b>	It is recommended that the Collaborative Board note the content of this paper and approve the risk profile and associated ratings.

# Risk Overview

Risk	Area	SRO	Description	Risk Appetite	Residual Risk			Risk Category(1)	Risk Category(2)	Risk Category(3)
					Likelihood	Impact	Rating			
Risk 1	Staff & Resources	Gavin Quinn	Insufficient staff and / or lack of appropriately skilled staff within the RMHS core team will reduce ability to effectively deliver actions as set out in the RMHS Implementation Plan.	Open	3	3	9	Staff	Financial	Operations
Risk 2	Finance/Budget	Gavin Quinn	Inability to fully implement the RMHS due to lack of investment and limited progress on interdependencies i.e. other Mental Health Strategy actions.	Open	3	3	9	Financial	Reputational	0
Risk 3	Membership	Gavin Quinn	Lack of effective communication and involvement of key stakeholders undermines confidence in the RMHS to deliver intended outcomes.	Cautious	3	2	6	Governance	Reputational	0
Risk 4	Outcomes Framework	Gavin Quinn	Delays to fully implementing the new Mental Health Outcomes Framework due to increasing complexity and lack of resources, potentially leading to breaching previous assurances provided to PAC regarding deadlines for delivery.	Cautious	4	3	12	Operations	Technology	Reputational
Risk 5	Governance/ Accountability	Gavin Quinn	Appropriate alignment between RMHS and other MHS actions and HSC reform activity e.g. ICS etc is not maintained due to ineffectual engagement and clear lines of accountability and reporting.	Open	3	3	9	Governance	Reputational	0

<b>Risk 1</b>	Insufficient staff and / or lack of appropriately skilled staff within the RMHS core team will reduce ability to effectively deliver actions as set out in the RMHS Implementation Plan.	<b>Status</b>
		Ongoing

Risk Details	
Business Area	Staff & Resources
Owner	Gavin Quinn
Risk Appetite	Open

INHERENT RISK		
<b>Likelihood</b>	Very Likely	5
<b>Impact</b>	Significant	3
<b>Risk Rating</b>	15	

RESIDUAL RISK		
<b>Likelihood</b>	Possible	3
<b>Impact</b>	Significant	3
<b>Risk Rating</b>	9	

RISK CATEGORIES
Staff
Financial
Operations

Date	Update/Mitigation
Jan-25	Temporary team appointed from July 2024 and permanent appointment of Regional Service User Consultant completed. Recruitment underway to appoint Mental Health Outcomes Lead.
Jan-25	Structural review of the Business Support Unit completed and associated job descriptions developed; these have been submitted to HR for matching although there are some delays to these being completed.
Jan-25	Engagement planned as part of the 25/26 budget process to scope potential for sourcing additional funding to secure RMHS full staffing complement (as per RMHS proposal).
Jan-25	RMHS senior management continue to prioritise work within available resources

<b>Risk 2</b>	<b>Inability to fully implement the RMHS due to lack of investment and limited progress on interdependencies i.e. other Mental Health Strategy Actions</b>	<b>Status</b>
		Ongoing

Risk Details	
Business Area	Finance/Budget
Owner	Gavin Quinn
Risk Appetite	Open

INHERENT RISK		
<b>Likelihood</b>	Very Likely	5
<b>Impact</b>	Significant	3
<b>Risk Rating</b>	15	

RESIDUAL RISK		
<b>Likelihood</b>	Possible	3
<b>Impact</b>	Significant	3
<b>Risk Rating</b>	9	

RISK CATEGORIES
Financial Reputational

Date	Update/Mitigation
Jan-25	While some initial investment in the RMHS had been made, this is not sufficient to fully implement the new service. In light of this, work to date is being prioritised.
Jan-25	Head of the RMHS is involved in ongoing work considering MHS priorities for 2025/26; as part of this work, there are plans to consider any additional MHS actions that could be progressed under the auspices of the RMHS.
Jan-25	Engagement planned as part of the 25/26 budget process to scope potential for sourcing additional funding; in the mean-time and given current funding constraints, work has commenced to consider next years' RMHS work programme within the context of a 'no further investment' scenario.

<b>Risk 3</b>	<b>Lack of effective communication and involvement of key stakeholders undermines confidence in the RMHS to deliver intended outcomes.</b>	<b>Status</b>
		Ongoing

Risk Details	
Business Area	Membership
Owner	Gavin Quinn
Risk Appetite	Cautious

INHERENT RISK		
<b>Likelihood</b>	Very Likely	5
<b>Impact</b>	Moderate	2
<b>Risk Rating</b>	10	

RESIDUAL RISK		
<b>Likelihood</b>	Possible	3
<b>Impact</b>	Moderate	2
<b>Risk Rating</b>	6	

RISK CATEGORIES
Governance
Reputational

Date	Update/Mitigation
Jan-25	Head of the RMHS continues to lead on engagement with key stakeholders and representative groups to keep them updated on progress towards establishing the new service; a dedicated RMHS webpage including key information about the new service and FAQs has been created to support this work.
Jan-25	Among the early considerations of the Collaborative Board will be how best to involve key representative groups and clinical/non-clinical staff in the work of the RMHS. Based on these considerations, proposals will be developed to address any gaps, including any suggested additional members for the Collaborative Board. This work will be supported by ongoing review of the Collaborative Board membership.
Jan-25	A working group has been established and is meeting regularly to develop a RMHS Communication and Engagement Strategy. In the meantime, SPPG Communication Team are supporting ongoing work on the implementation of an interim plan, which includes profiling the service on relevant social media channels and HSC ezines.

<b>Risk 4</b>	<b>Delays to fully implementing the new Mental Health Outcomes Framework due to increasing complexity and lack of resources, potentially leading to breaching previous assurances provided to PAC regarding deadlines for delivery.</b>	<b>Status</b>
		Ongoing

Risk Details	
Business Area	Outcomes Framework
Owner	Gavin Quinn
Risk Appetite	Cautious

INHERENT RISK		
Likelihood	Very Likely	5
Impact	Significant	3
Risk Rating	15	

RESIDUAL RISK		
Likelihood	Likely	4
Impact	Significant	3
Risk Rating	12	

RISK CATEGORIES
Operations
Technology
Reputational

Date	Update/Mitigation
Jan-25	Recruitment of the MH Outcomes Lead with the necessary expertise to progress this work has been recently completed although no appointment was made; post has been re-advertised with closing deadline for applications end of January 2025. In the interim, a temporary part time resource has been appointed via the HSC Leadership Centre to continue priority work.
Jan-25	As Trusts are onboarded to the Encompass system, there are increasing variances identified in the structures and service pathways which are exacerbating the complexities in rolling out the MHOF. The RMHS team are engaging with Performance, Safety & Service Improvement Directorate (PSSID) and Trust colleagues to assist with resolving these complexities, including agreeing common definitions and reporting templates.
Jan-25	High turnover of staff within the Encompass Team has delayed some key milestones being achieved, including ensuring all measures are embedded on the system. This issue has been raised with DCHNI and six weekly meetings have been convened with the Encompass Team to progress necessary actions. While these meetings initially assisted with achieving some progress, further turnover of staff has resulted in some key work being paused. Options are currently being explored with DoH senior management to address these issues, including potential escalation to the Encompass Board.

Jan-25	While some initial investment in supporting work on the MHOF has been secured, further funding is required to fully complete the work. To assist with addressing these issues, engagement is planned as part of the 25/26 budget process to scope potential for sourcing additional funding, including to appoint 'MHOF Champions' within each Trust.
--------	---

<b>CROSS CUTTING IMPACTS</b>
PAC report: update on progress due June 2025

<b>Risk 5</b>	Appropriate alignment between RMHS and other MHS actions and HSC reform activity e.g. Integrated Care System (ICS) etc is not maintained due to ineffectual engagement and clear lines of accountability and reporting.	<b>Status</b>
		Ongoing

Risk Details		INHERENT RISK			RESIDUAL RISK			RISK CATEGORIES
Business Area	Governance/Accountability	Likelihood	Likely	4	Likelihood	Likely	3	Governance
Owner	Gavin Quinn	Impact	Significant	3	Impact	Moderate	3	Reputational
Risk Appetite	Open	Risk Rating	12		Risk Rating	9		

Date	Update/Mitigation
Jan-25	Initial discussion with SPPG senior management regarding alignment between RMHS and ICS; further discussion planned in the coming weeks. This engagement will likely continue as ICS is rolled out.
Jan-25	Head of the RMHS is a member of the MHS Operational Group as well as the MHS Reform Board
Jan-25	Initial work commenced on mapping RMHS interfaces with other MHS governance structures
Jan-25	Monthly meetings held involving Head of the RMHS, DoH MH Director and SPPG Deputy Director for MH



## Definitions:

**Inherent Risk:** The likelihood of the risk occurring and the impact it will cause if it does actually happen, if no mitigating measures are applied to the risk

**Residual Risk:** The level of risk remaining after current internal control actions are exercised



### Likelihood Descriptor

Rating	Descriptor	Probability of occurring in the next 12 months	
5	Very Likely	More than 75%	Almost certainly will occur
4	Likely	51 – 75%	More likely to occur than not
3	Possible	26 – 50%	Fairly likely to occur
2	Unlikely	5 – 25%	Unlikely to occur
1	Very unlikely	Less than 5%	Extremely unlikely to occur

### Impact Descriptor

Rating	Descriptor	Definition
5	Very severe	Prevents achievement of an objective or highly damaging impact (e.g. on operational effectiveness or reputation)
4	Severe	Severe long-term detrimental effect on achievement of an objective.
3	Significant	Significant short-term damage, and affects outcome of long term objective.
2	Moderate	Affects short term goals within the objective without affecting long term achievement.
1	Minor	Minor and containable impact on achievement of objective.

### Risk Appetite

Appetite	Description
Averse	Avoidance of risk and uncertainty is a key organisational objective.
Minimalist	Preference for ultra-safe business delivery options that have a low degree of inherent risk and only have a potential for limited reward.
Cautious	Preference for safe delivery options that have a low degree of residual risk and may only have limited potential for reward.
Open	Willing to consider all potential delivery options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward (and VFM etc.).
Hungry	Eager to be innovative and to choose options offering potentially higher business rewards, despite greater inherent risk.