



Item No. 14

Meeting Date Wednesday 13th September 2023

**Glasgow City
Integration Joint Board
Finance, Audit and Scrutiny Committee**

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Risk Management Quarterly Update (Q1 2023/24)

Purpose of Report:

The purpose of this report is to provide an update to the IJB Finance, Audit and Scrutiny Committee on the status of the IJB's risk register and to highlight key operational risks being managed in the Glasgow City Health and Social Care Partnership.

This report covers the review carried out in respect of changes to risk in Quarter 1 (1 April 2023 to 30 June 2023).

Background/Engagement:

The risk registers maintained within the Partnership are regularly reviewed and updated by the relevant risk owners and an update reported to this Committee on a quarterly basis.

Governance Route:

The matters contained within this paper have been previously considered by the following group(s) as part of its development.

- HSCP Senior Management Team ☒
- Council Corporate Management Team ☐
- Health Board Corporate Management Team ☐
- Council Committee ☐
- Update requested by IJB ☐
- Other ☐
- Not Applicable ☐

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Recommendations:	The IJB Finance, Audit and Scrutiny Committee is asked to: a) note this report; and b) note the risks on the IJB Risk Register at the end of Quarter 1 2023-24.
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Relevance to Integration Joint Board Strategic Plan:
Risks on the IJB Risk Register could impact on the delivery of the priorities of the IJB's Strategic Plan

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	The maintenance of a risk management framework within the Partnership aligns with Outcome 9 (Resources are used effectively and efficiently in the provision of health and social care services).
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Personnel:	None
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Carers:	None
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Provider Organisations:	None
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Equalities:	None
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Fairer Scotland Compliance:	None
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Financial:	None
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Legal:	None
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Economic Impact:	None
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Sustainability:	None
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Sustainable Procurement and Article 19:	None
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Risk Implications:	Risks to the delivery of the Strategic Plan are identified in the IJB Risk Register
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Implications for Glasgow City Council:	None
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Implications for NHS Greater Glasgow & Clyde:	None
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1. Purpose

- 1.1. The purpose of this report is to provide an update to the IJB Finance, Audit and Scrutiny Committee on the IJB Risk Register and to highlight key operational risks being managed in the Glasgow City Health and Social Care Partnership.
- 1.2. This report covers the review carried out in July 2023 in respect of changes to risk in Quarter 1 (Q1) (1 April 2023 to 30 June 2023).

2. Integration Joint Board Risk Register

- 2.1. The Integration Joint Board Risk Register is maintained and reported in line with the Glasgow City IJB Risk Management Policy.
- 2.2. The IJB Risk Register contains strategic risks that represent the potential for the IJB to achieve, or fail to meet, its desired outcomes and objectives as set out within the Strategic Plan. Typically these risks require strategic leadership in the development of activities and application of controls to manage the risk.
- 2.3. There were 4 new risks added to the register during Q1.
 - *Ref 2230: Failure to comply with statutory duties as a Category 1 responder.* This risk has been added as IJBs now have Category 1 responder status under the Civil Contingencies Act 2004, and there would be significant impact if failing to comply with the associated duties. This has been added to the register with a residual risk level of 'Medium'.
 - *Ref 2233: 2022/23 Local Government pay award.* This risk replaces risk 2136. There is risk that the legacy of lack of funding for additional costs associated with the 22/23 local government pay settlement will impact on future year budgets. This risk has been added to the register as 'Very High'.
 - *Ref 2240: Reputational and legal impacts arising from homelessness savings plans considered in IJB report June 2023.* This risk has been added to reflect the recommendations set out in the [report](#) at the IJB meeting on 28th June 2023. There is risk that limiting the availability of emergency accommodation could result in a breach of statutory duties and an increase of rough sleepers in the city.
 - *Ref 2241 – Impact of Expenditure of Prescribing.* This risk has been added due to the significant cost pressure on our prescribing budget for 2023-24. This risk has been added to the register as 'Very High'.

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- 2.4. There were 2 risks closed from the register during Q1.
- *Ref 2136: 2022/23 Local Government pay award.* This risk was closed and replaced with risk 2233
 - *Ref 2035: Medium to Long Term Financial Implications of ongoing COVID costs.* The risk owner has closed this risk as it relates solely to COVID 19 costs and the impact on the budget in 2023/24 is minor.
- 2.5. There were no existing risks where the current risk level increased or decreased during Q1
- 2.6. At the conclusion of the July 2023 review there were **14** live risks on the register, with **6** risks having a current risk level of 'Very High', **6** risks with a risk level of 'High' and **2** risk with a risk level of 'Medium'.
- 2.7. All risks on the IJB Risk Register at the end of Q1 are shown in Appendix A.
- 2.8. The next quarterly review of the IJB Risk Register is scheduled to be carried out in October 2023.

3. Key Operational Risks (Q1)

- 3.1. The HSCP's Health and Social Care Risk Registers are maintained and reported in line with the risk management policies and guidance of the partner bodies NHS Greater Glasgow & Clyde and Glasgow City Council.
- 3.2. The Health and Social Care Risk Registers contain operational risks that can be, if necessary, escalated to the Health Board or the Council's corporate risk registers. Where an operational risk has the potential to become a strategic risk to the IJB it can be escalated to the IJB Risk Register.
- 3.3. The Health and Social Care Risk Registers are also reviewed on a quarterly basis. As previously reported to this Committee staff shortages and increased demand in some services continued to be the most prevalent causes of operational risks across the Partnership in Q1.
- 3.4. There were no new risks added to the Social Care Risk Register in Q1.
- 3.5. There were 3 risks removed from the Social Care Risk Register in Q1. Two risks were in relation to COVID 19 costs as the impact on the 2023/24 budget is minor. The risk for legal challenge arising from Scottish Living Wage implementation was closed as the Partnership has not received any legal challenge to date.
- 3.6. The risk of failure of the Glasgow Alliance to End Homelessness has increased in probability from Likely to Almost Certain. This is due to the continued absence of a managing director of the service and a satisfactory updated transformation plan.

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- 3.7. At the end of Q1 there were **40** 'live' risks on the Social Care Risk Register, with **22** risks having a current risk level of 'Very High, **12** risks with a risk level of High and **6** with a risk level of Medium.
- 3.8. A detailed review of Health operational risks across the Partnership was carried out on 30th June 2023. There was 1 risk removed from the Health Risk Register, relating to staffing shortages in the Learning Disability Nurse team as this situation has now stabilised.
- 3.9. At the end of Q1 there were **76** 'live' risks on the Health Risk Register, with **30** risks having a current risk level of 'Very High, **28** risks with a risk level of High, **17** with a risk level of Moderate and **1** risk with a risk level of 'Low'.
- 3.10. The next quarterly review of the Health and Social Care Risk Registers is scheduled to be carried out in October 2023.

4. Recommendations

- 4.1. The IJB Finance, Audit and Scrutiny Committee is asked to:
 - a) note this report; and
 - b) note the risks on the IJB Risk Register at the end of Quarter 1 2023-24.

Glasgow City Integration Joint Board - Risk Register (as at July 2023)

Ref	Title	Description	Risk Owner	Responsible Owner	Mitigation / Control	Residual Risk Assessment (Impact x Probability)	Residual Risk Score	Residual Risk Level	Notes
524	Level of savings required annually	RISK: Inability to deliver appropriate level of essential services due to required annual level of savings. CAUSE: Required level of savings in the Budget Service Plan annually EFFECT: Unable to meet demand for services, failing to ensure safety and prevent harm to service user, failing to meet statutory requirements, failing to deliver part or all of the Strategic Plan	Sharon Wearing	Margaret Hogg	- Financial position monitored on ongoing basis by SMT, ITB, IJB Finance, Audit & Scrutiny committee and full IJB - Transformation Programme for the HSCP in place, with a range of programmes identified to support delivery of Strategic Plan within allocated budgets - HSCP will engage with Partner Bodies in annual budget planning process identifying dependencies and risks associated with any proposals. - Medium Term financial forecasting also undertaken to enable requirements for savings to be assessed over the medium term and to inform planning assumptions.	5x5 Critical/ Almost Certain	25	Very High	July 2023: No change to risk score. Risk description updated to remove reference to 2019/20 and reflect savings required annually. Control Actions updated to removed references to actions relating to COVID-19 response.
2032	Impact of Budget & Spending Review	RISK: The Scottish Government's Budget & Spending Review (23/24 to 26/27) will significantly impact on the HSCP's financial position and delivery of services/strategic priorities CAUSE: Scottish Govt budget set prior to increased inflation projection, Health and social care spend proposed to rise by 2.75% per annum, which will need to cover inflation pressures including pay uplifts, impact of COVID recovery, existing policy commitments; anticipated increased savings targets required to deliver balanced budget (high level estimate of 5% per annum equivalent to £32m per annum) EFFECT: Expenditure will need to be reduced to meet all commitments; re-prioritising business cases for capital projects in development; impact on service delivery, staffing levels, financial position. Potential impact on delivery of strategic priorities.	Sharon Wearing	Margaret Hogg	Budget planning for 23-24 and over the medium term has been updated to reflect the latest information from Scottish Government in relation to budget planning - Continued engagement with the Scottish Government and Partner Bodies on financial planning assumptions and potential impact of funding availability - Integration Joint Board will continue to be updated through regular financial reporting - The HSCP has been in dialogue with GCC and NHSGG&C and the conversations continue - Budget planning for 2024-25 has commenced and will reflect latest planning scenarios	5x5 Critical/ Almost Certain	25	Very High	July 2023: No change to risk score. Update to mitigation and control to include that budget planning for 2024-25 has commenced and will reflect latest planning scenarios

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2241	Impact of expenditure of prescribing	RISK: The significant cost pressure on our Prescribing Budget 2023-24 is driven by a sustained prescribing volume growth (+3.5% year on year) combined with an increase in the global price of drugs CAUSE: The on-going increase in costs of drugs due to a range of global factors EFFECT: Additional pressures on the cost of prescribed medicines are expected because of higher energy & transport costs, wage inflation and for imported medicines following the UK withdrawal from the EU. There will likely be increase in demand.	Sharon Wearing	Gary Dover	•Use of IJB reserves and implementation of savings to cover the increased costs •Chief Finance Officers raising this with Scottish Government regarding the need for additional funding •Development of Glasgow City HSCP Action Plan using actions from Prescribing Summit and adding Glasgow City actions, especially in relation to communication. •Prescribing initiative & Repeat Prescribing Locum Service (RPLES) activity agreed with the Local Medical Committee (LMC) •Letter issued by Clinical Directors and Pharmacy Leads to all practices to communicate prescribing cost increases and impacts on services. •Engaging with other service leads across health & social care to identify potential prescribing efficiencies through their areas of practice •Development of local teams reporting template to gather day to day efficiencies picked up by the pharmacy team.	5x5 Critical/ Almost Certain	25	Very High	July 2023: New risk added
934	Deliverability of Primary Care Improvement Plan (PCIP)	RISK: Failure to deliver transformation of Primary Care services as specified in the Primary Care Improvement Plan (PCIP) CAUSE: Insufficient funding, affordability, shortage of resources (qualified staff, suitable accommodation), lack of appropriate digital solution to support plan, unable to maintain sustainability, unable to quantify evidence of impact, lack of capacity of general practice to engage with PCIP because of problems with staffing and high levels of demand. EFFECT: Impact on the delivery of the IJB's Strategic Plan and priorities resulting in negative impact on service users and patients and possible reputational or financial impact to the IJB.	Susanne Millar	Gary Dover	Measures necessary to remain within budget include and to mitigate the lack of qualified staff include: • Temporarily stopping and/or phasing recruitment • Withdrawing from (or reducing the length of) contracts with external providers • Making local vacancy approval processes more efficient • Developing alternative skill mix models and more efficient ways of delivering services • Recruiting into trainee posts and supporting less experienced staff to obtain necessary experience. • Supporting GP capacity to engage with PCIP: NHS GGC Sustainability Plan and Escalation Framework established • Continue work with wider system to identify how we can support sustainability of general practice. • Quantifying impact to be measured through PCIP Evaluation	4x5 Major/ Almost Certain	20	Very High	July 2023: Risk confirmed as accurate.

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Glasgow City Integration Joint Board - Risk Register (as at July 2023)

Ref	Title	Description	Risk Owner	Responsible Owner	Mitigation / Control	Residual Risk Assessment (Impact x Probability)	Residual Risk Score	Residual Risk Level	Notes
2233	2022/23 Local Government pay award	RISK: Legacy impact of lack of funding for additional costs associated with the 22/23 local government pay settlement on future year budgets CAUSE: The pay settlement agreed by Scottish Government was higher than the original planning assumptions for the 22/23 budget and the HSCP's share of the Scottish Government funding to local authorities for the 22/23 pay settlement (£9.9m) was not passed on by Glasgow City Council. EFFECT: Additional savings of £9.9m were required to be identified to deliver a balanced budget in 23/24. This has impacted on the services which will be delivered in 23/24. This failure of passing on funding will have a legacy impact on the 24/25 budget.	Sharon Wearing	Margaret Hogg	- The Chief Finance Officer has written to the Council's Executive Finance Director setting out the HSCP position and implications - The Chief Officer and Chief Finance Officer have continued dialogue with Glasgow City Council's Chief Executive, setting out risk and potential impact of any decision to withhold allocated funding from Scottish Government for the 2022/23 pay settlement. - The impact for the 22/23 out-turn and the 23/24 budget was reported to the IJB in March 2023. this required additional service reduction of £9.9m to be put in place to deliver a balanced budget. - The Chair continues to have discussions with Glasgow City Council in relation to this issue.	4x5 Major/ Almost Certain	20	Very High	July 2023: New risk added to register to replace risk 2136. Responsible owner suggested for new risk added to reflect the legacy impact of lack of funding for additional costs associated with the 22/23 local government pay settlement on future year budgets.
2240	Reputational and legal impacts arising from homelessness savings plans considered in IJB report June 2023.	RISK: limiting the availability of emergency accommodation could result in a breach of statutory duties and increase number of rough sleepers in the city CAUSE: Requirement to reduce costs associated with hotel and B n B accommodation. Continually increasing demand, new legislation and a significant increase in positive asylum decisions. Additionally RSL providers are unable to keep up with demand and unable to provide the volume of accommodation required. EFFECT: Service users seeking emergency accommodation in Glasgow will be affected however a breach of duties could result in matters escalating to judicial review, increased legal costs/resource , increase in rough sleeping and reputational damage on HSCP/Council	Pat Togher	Pat Togher	- Engagement sessions with RSL's have taken place in advance of decision to reduce/cap hotel and BnB available accommodation seeking an increase in offers. - Engagement with Scottish Government on funding constraints - Engagement with third sector partners operating in city centre has mobilised support arrangements - RSL's have committed towards 60% of their stock for homelessness provision which will remain under review via our monthly Rapid Rehousing Transition Plan (RRTP) strategic oversight group, quarterly local letting plan arrangements and fortnightly BnB Hotel budget oversight group. - Engagement with third sector partners operating in city centre has focused attention on the challenges and a requirement to target those most at risk. - Additional resource including social care homelessness support and wound care management have been deployed within Simon Community Hub	4x5 Major/ Almost Certain	20	Very High	July 2023: New risk added to register.

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Glasgow City Integration Joint Board - Risk Register (as at July 2023)

Ref	Title	Description	Risk Owner	Responsible Owner	Mitigation / Control	Residual Risk Assessment (Impact x Probability)	Residual Risk Score	Residual Risk Level	Notes
512	Delivery of Strategic Plan within budget	RISK: The IJB is unable to budget within allocated resources CAUSE: Cost of delivery is higher than budgeted resources made available EFFECT: The IJB is unable to deliver on the Strategic Plan	Susanne Millar	Margaret Hogg	- The Integration Scheme details the actions to be taken in the event of this and furthermore the contingency arrangements should parent bodies be unable/unwilling to provide additional funding - Transformation Programme for the HSCP in place, with a range of programmes identified to support delivery of Strategic Plan within allocated budgets - Governance / reporting mechanisms for Transformation Programmes are in place - Financial position monitored on ongoing basis by SMT, IJB Finance, Audit & Scrutiny Committee and full IJB - A Medium-Term Financial Outlook is also completed which assesses the financial resources required to deliver the strategic plan whilst delivering financial balance for the IJB - The draft Strategic Plan (2023-26) was updated prior to publication to recognise the financial position, and the potential impact of this on delivering strategic priorities which will be subject to review.	4x4 Major/ Likely	16	High	July 2023: No change to risk score. Control actions updated to remove reference to impact of COVID-19, and to note that Strategic Plan 2023-26 was amended prior to publication to recognise potential impact of financial position on delivery of priorities.
2033	Impact of inflationary pressures	RISK: There is a risk that rising inflation will have detrimental impact on the financial position CAUSE: Inflation at 7.9% (July 23), with BoE projecting to 3% by end of 2024; increasing costs for the HSCP from rising prices for food, fuel, supplies and equipment plus consequential (e.g. public sector pay award) EFFECT: Detrimental impact on financial position	Sharon Wearing	Margaret Hogg	- Ongoing monitoring of financial impact of inflation of service costs - Consider options for funding as part of wider financial forecasting of financial position for IJB, This could include the use of reserves. - Budget approval for 23/24 includes provision of £2m from general reserves for mitigation	4x4 Major/ Likely	16	High	July 2023: No change to risk score. Risk description updated to include current and projected inflation, control actions updated to note provision made from general reserves for mitigation

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Glasgow City Integration Joint Board - Risk Register (as at July 2023)

Ref	Title	Description	Risk Owner	Responsible Owner	Mitigation / Control	Residual Risk Assessment (Impact x Probability)	Residual Risk Score	Residual Risk Level	Notes
514	Service delivery model uncertainty	RISK: Uncertainty around future service delivery models CAUSE: Uncertainty arising from COVID-19 and Scottish Government proposals for a National Care Service being established by 2025/26. EFFECT: Resistance, delay or compromise to necessary decisions, developments or potential improvement opportunities not being fulfilled	Susanne Millar	Susanne Millar	• Next iteration of Strategic Plan for 2023-26 will be presented to the IJB for review in June 2023 • IJB are notified of proposed transformation projects and updates on approved transformation projects as a matter of routine. • Acceptance that ongoing challenges of both partner organisations mean standstill is not a viable option • As part of the response to the covid-19 pandemic the HSCP established governance arrangements to ensure Executive retains appropriate oversight and decision making capability. The Executive COVID Group continues to meet weekly • Programme management and governance arrangements put in place across HSCP and GCC in response to National Care Service proposals and to ensure ongoing engagement with Scottish Government on NCS Bill and co-design of the NCS	3x4 Moderate/ Likely	12	High	July 2023: No change to risk score. Control actions have been updated to remove reference to COVID governance arrangements which have now been stood down. Strategic Plan 2023-26 has now been approved and published and the control actions have also been updated to reflect this.
518	External Providers financial stability	RISK: Financial challenges faced by some provider organisations could destabilise them, render them financially unviable and result in them exiting the market CAUSE: Economic situation and outlook increasing volatility in the social care sector. Increasing costs on providers as employers coupled with ongoing recruitment and retention issues in the sector and limitations on Scottish Government funding increases budget pressures. Fuel and cost of living increases have compounded this, along with residual impacts of the COVID-19 pandemic. EFFECT: Threat to continuity of provided services and issues in availability of appropriate provision for service users. If providers exit the market, this would lead to enforced changes of provider with potentially little or no notice and lack of capacity in the sector may mean limited or no alternatives available (particularly for complex and specialist needs). This could lead to poorer outcomes or risk of harm to service users, significant operational and financial impact to the HSCP and significant impact on the delivery of the IJB's strategic objectives as set out in the Strategic Plan.	Sharon Wearing	Geri McCormick	• We are working closely with provider organisations to monitor impact and ensure continuity of services for our service users. • We continue to ensure timeous regular payment to provider organisations - all increases in respect of Scottish Living Wage are passed on timeously. • IJB identified funds to increase Children's Services providers despite no provision being made for a Scottish Living Wage increase in non-adult services. • Enhanced Care Home Governance arrangements have been put in place across Greater Glasgow & Clyde, with oversight from a board wide Care Home Assurance Group that reports to both the NHS Strategic Executive Group and a national Care Home Oversight Group. In Glasgow City HSCP an additional Local Care Homes Group has been established, chaired by the Interim Chief Officer, that monitors and reviews output from daily safety huddles that cover both directly provided and purchased care homes. HSCP Commissioning officers continue to be engaged with providers and are actively involved in the enhanced governance arrangements. • IJB has taken decision to apply to Residential services, an increase to no staffing cost an equivalent of 3.8% to mitigate energy cost pressures.	4x3 Major/ Possible	12	High	July 2023: Risk confirmed as accurate.

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Glasgow City Integration Joint Board - Risk Register (as at July 2023)

Ref	Title	Description	Risk Owner	Responsible Owner	Mitigation / Control	Residual Risk Assessment (Impact x Probability)	Residual Risk Score	Residual Risk Level	Notes
2034	Resources required for National Care Service	RISK: There is a risk the organisation cannot support the volume of resource required for the effective engagement with the Scottish Government proposal to design and establish a National Care Service CAUSE: Staff and key individuals with existing operational roles and responsibilities are diverted to National Care Service activities; ambitious timescales for the design and implementation of the NCS EFFECT: Existing operational priorities and delivery are delayed or compromised; potential impact on delivering strategic priorities	Sharon Wearing	Allison Eccles	• Workload and resource monitoring continues to be undertaken across the partnership (for example, through one-to-one supervision) • Ongoing review of support (including work undertaken and resources being used) required for NCS activity • NCS Project Support proposal has been approved by the HSCP Executive Team • Programme management structure established to ensure governance and oversight of NCS activity and demand, including HSCP Executive group, GCC Steering Group chaired by the LA Chief Executive and workstreams to focus on particular elements of the NCS Bill (Legal, Finance, HR etc.)	4x3 Major/ Possible	12	High	July 2023: Risk confirmed as accurate.
2037	Impact of National Care Service on recruitment & retention	RISK: Health and social care recruitment and retention is adversely affected by the proposal to establish a National Care Service CAUSE: Uncertainty about the scope of the National Care Service (e.g. future consultation on inclusion of children and justice services); uncertainty about extent of transfer of local authority and NHS resources to a National Care Service (including transfer of staff) EFFECT: Existing and potential health and social care staff may opt to leave or not join the service given uncertainty about future employer and terms & conditions; existing recruitment and retention pressures will be exacerbated leading to further detrimental impact on delivery of services; financial impact; failure to deliver strategic priorities.	Sharon Wearing	Tracy Keenan	Future control and mitigation actions to include • Communication strategy is vital to keep employees up to date on the employment position and must be used to allay any concerns on future employment. • Information on how pay and pension will work must be issued as early as possible • Liaison with Trade Unions • Specific Trade Union Forum on NCS should be set up • Strict monitoring of leavers will be required to assess any increased level of leavers, this must include ensuring exit interviews occur and the information from that fed into system • Ensuring vacancies do not build up • Require recruiting before people leave • Succession planning processes require to be created in the event that management positions are more adversely affected. • Twilight sessions scheduled to take place in February 2023 to keep staff informed • Work ongoing with Communications team to develop staff and partnership communications	4x3 Major/ Possible	12	High	July 2023: Risk confirmed as accurate.
519	IJB business continuity	RISK: IJB unable to fulfil its functions due to a failure of or disruption to property, people and/or infrastructure CAUSE: Expected or unexpected events such as industrial action, pandemic flu, civil emergency etc. EFFECT: Unacceptable delay to decision making or directions to partners, potential breach of statutory duties, negative impact on the HSCP, its partner bodies and service users.	Sharon Wearing	Allison Eccles	• The NHS GGC and Glasgow City Council Business Continuity Planning frameworks are in place for services delivered by the HSCP, including support services • Additional staff resource (Resilience Manager) recruited to ensure ongoing co-ordination of the HSCP's resilience arrangements and effective management and co-ordination of response to adverse events. • Business continuity for the IJB is incorporated into the business continuity plan for Business Development • Annual assurance statement to the IJB on business continuity arrangements within the HSCP is presented to the Finance, Audit and Scrutiny Committee	3x3 Moderate/ Possible	9	Medium	July 2023: Risk confirmed as accurate.

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Glasgow City Integration Joint Board - Risk Register (as at July 2023)

Ref	Title	Description	Risk Owner	Responsible Owner	Mitigation / Control	Residual Risk Assessment (Impact x Probability)	Residual Risk Score	Residual Risk Level	Notes
2230	Failure to comply with statutory duties as a Category 1 responder	RISK: The IJB fails to comply with its statutory duties as a Category 1 responder under the Civil Contingencies Act 2004 (as amended in 2021) CAUSE: Failure to assess risk of emergencies occurring, failure to put business continuity plans in place for critical functions, failure to put emergency plans in place (or contribute to emergency plans with other Cat 1 responders), failure to make information available to the public when required, failure to share information and engage with other Cat 1 & 2 responders. EFFECT: Potential breach of statutory duties, disruption to IJB business and/or HSCP services, failure to plan for or respond to civil emergencies resulting in avoidable harm or loss, unacceptable delay to decision making or directions to partners, negative impact on the IJB, HSCP, its partner bodies and service users	Susanne Millar	Allison Eccles	• The IJB has delegated its Category 1 responder duties to the Chief Officer • The HSCP Resilience Manager ensures ongoing co-ordination of the HSCP's resilience arrangements and effective management and co-ordination of response to adverse events • Ongoing engagement with local and regional resilience partnership arrangements (Glasgow & East Dunbartonshire Local Resilience Partnership and West of Scotland Regional Resilience Partnership), including the regional Care for People group, where risks of emergencies occurring are regularly assessed • The IJB/HSCP participates, alongside other Cat 1 & 2 responders, in the review and updating of emergency plans in place for Glasgow City and plans and participates in local, regional and national exercises to test these emergency plans. • The IJB/HSCP works alongside communications arrangements in NHS GGC and GCC, and other Cat 1 responders, to share information with the public during emergency incident responses • The HSCP has an established Business Continuity Forum, with leads identified in each service, to ensure business continuity plans are regularly reviewed and updated • Assurance statement to the IJB on activity to continue compliance with its Cat 1 duties is presented to the Finance, Audit and Scrutiny Committee on an annual basis	4x2 Major/ Unlikely	8	Medium	July 2023: New risk added

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