



Item No: 13

Meeting Date: Wednesday 26th June 2024

Glasgow City Integration Joint Board

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Annual Risk Management Review 2023/24

Purpose of Report:	The purpose of this report is to provide an annual summary to the Integration Joint Board on the risk management activity and risk registers maintained within the Glasgow City Health & Social Care Partnership during 2023/24.
Background/Engagement:	The IJB Risk Management Strategy states that the risk registers maintained by the Partnership are subject to quarterly review by the Finance, Audit and Scrutiny Committee on behalf of the Integration Joint Board, with an annual review report to the Integration Joint Board.
Governance Route:	<p>The matters contained within this paper have been previously considered by the following group(s) as part of its development.</p> <p>HSCP Senior Management Team <input type="checkbox"/></p> <p>Council Corporate Management Team <input type="checkbox"/></p> <p>Health Board Corporate Management Team <input type="checkbox"/></p> <p>Council Committee <input type="checkbox"/></p> <p>Update requested by IJB <input type="checkbox"/></p> <p>Other <input type="checkbox"/></p> <p>Not Applicable <input checked="" type="checkbox"/></p>
Recommendations:	<p>The Integration Joint Board is asked to:</p> <p>a) note the content of this report; and</p> <p>b) note the attached Integration Joint Board Risk Register in Appendix A.</p>

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Relevance to Integration Joint Board Strategic Plan:

Risks to the delivery of the IJB Strategic Plan are identified in the risk register.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome(s):	N/A
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Personnel:	Personnel risks are identified in the register
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Carers:	N/A
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Provider Organisations:	Risks in relation to provider organisations are identified in the register
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Equalities:	N/A
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Fairer Scotland Compliance:	N/A
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Financial:	Financial risks are identified in the register
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Legal:	Legal impacts of risks are identified in the register
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Economic Impact:	Economic impacts of risks are identified in the register
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Sustainability:	N/A
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Sustainable Procurement and Article 19:	N/A
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Risk Implications:	All risk implications are detailed in the register
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Implications for Glasgow City Council:	All risk implications are detailed in the register
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Implications for NHS Greater Glasgow & Clyde:	All risk implications are detailed in the register
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Direction Required to Council, Health Board or Both

Direction to:

- | | |
|---|-------------------------------------|
| 1. No Direction Required | <input checked="" type="checkbox"/> |
| 2. Glasgow City Council | <input type="checkbox"/> |
| 3. NHS Greater Glasgow & Clyde | <input type="checkbox"/> |
| 4. Glasgow City Council and NHS Greater Glasgow & Clyde | <input type="checkbox"/> |

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1. Purpose

- 1.1. The purpose of this report is to provide an annual summary to the Integration Joint Board (IJB) on the risk management activity within the Partnership during 2023/24.

2. Background/Engagement

- 2.1. The IJB's [Risk Management Policy and Strategy](#) states that the risk registers maintained by the Partnership are subject to quarterly review by the Finance, Audit and Scrutiny Committee on behalf of the IJB, with an annual summary report to the IJB.

3. Risk Management Policy & Strategy

- 3.1. The IJB's Risk Management Policy and Strategy was last updated in February 2020.
- 3.2. A further desktop review by officers in February 2021 did not recommend in any changes to the policy.
- 3.3. The IJB's Risk Management Policy and Strategy is subject to a full review every 3 years in line with the lifecycle of the IJB's Strategic Plan. The next full review of this Policy will therefore be carried out in 2024, with recommended changes brought to the IJB later this year.

4. Risk Management Activity

- 4.1. There are 3 risk registers currently maintained within the Partnership. The Integration Joint Board 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.
- 4.2. The Social Care Risk Register contains operational risks related to functions delegated by Glasgow City Council and is maintained in compliance with Glasgow City Council's Risk Management Policy and Framework.
- 4.3. Similarly, the Health Risk Register contains operational risks related to functions delegated by NHS Greater Glasgow & Clyde and is maintained in compliance with NHS GGC's Risk Management Policy and Framework.
- 4.4. These risk registers were reviewed at the end of each financial quarter in 2023/24, and the outcome of each of those reviews reported to the Senior Management Team and the IJB's Finance, Audit & Scrutiny Committee.

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5. Integration Joint Board Risk Register

- 5.1. The most significant risks on the IJB Risk Register during 2023/24 were the level of savings required annually, impact of budget and spending review, impact of expenditure of prescribing, homelessness and asylum pressures, delivery of strategic plan within budget, deliverability of the Primary Care Improvement Plan (PCIP) and the Local Government Pay Award for 2022/23.
- 5.2. Risks that were added to the register during 2023/24 include:
- Risk of the legacy impact of lack of funding for additional costs associated with the 2022/23 local government pay settlement on future year budgets.
 - Risk of Homelessness & Asylum pressures leading to the IJB being unable to achieve its strategic priorities around supporting people at risk of homelessness and supporting the provision of safe housing for Glasgow's residents.
 - Risk of pressures on the prescribing budget due to increased demand volume and global cost increases.
 - Risk of failure to comply with statutory duties as a Category 1 responder. This risk was added following the Civil Contingencies Act being amended to include IJB's as Category 1 responders.
- 5.3. Risks arising from the National Care Service Bill (e.g. impact on resources, impact of uncertainty on recruitment and retention of staff) have decreased during 2023/24 due to the development of the shared legal responsibility model and timescales for the progression of the Bill and its implementation have been pushed back.
- 5.4. At the close of 2023/24, there were **14** 'live' risks on the IJB Risk Register, with **8** items having a risk level of 'Very High', **2** items with a risk level of 'High', **4** items having a level of 'Medium'.
- 5.5. The IJB Risk Register as at the end of 2023/24 is attached as Appendix A.

6. Social Care Risk Register

- 6.1. The highest risks on the Social Care Risk Register during 2023/24 continued to be the potential impact of the National Abuse Inquiry, the impact of implementation of Welfare Reforms, risks around financial impacts of inflationary pressures, winter pressures, budget pressures in homelessness services and financial stability of external providers. The risks of high staff absence levels, workforce planning and reduction and shortage of Mental Health Officers. The register also features the risk of failure to redesign the homelessness services in Glasgow.
- 6.2. Risks that were added to the register during 2023/24 include:
- Risk associated with issues raised during the negotiations for the National Care Home Contract fee rates for 2023/24 which could lead to pressure and challenges on commissioned services.

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- Risk associated with the economic pressures that continue to impact on the cost of care which could result in less care and support being available through open pricing invitations to tender.
- Risk associated with high staff absence levels leading to services being unable to carry out any statutory duties or deliver high quality service due to staff shortages.
- Risk associated with the required redesign of homelessness services in Glasgow to meet the objective to end homelessness by 2030.
- Risk associated with the pressures of being unable to secure tenancies for care leavers.

6.3. At the end of 2023/24 there were **38** 'live' risks on this risk register, with **17** items having a current risk level of 'Very High', **11** items with a risk level of 'High' and **10** items with a risk level of 'Medium'.

7. Health Risk Register

7.1. The highest risks on the Health Risk Register during 2023/24 are those arising from staff shortages and ongoing recruitment and retention issues, waiting lists, accommodation and estate issues relating to aged buildings and demand for inpatient beds in Mental Health services.

7.2. Risks that were added to the register during 2023/24 include:

- Risk associated with staffing pressures in a patient transport provider to prison and custody healthcare services resulting in possible delays and service disruption.
- Risk associated with property and repair issues at Greenock HMP which could have an impact on treatment room service delivery.
- Risk of some services not having access to defibrillators.
- Risk associated with the timescales for the Electrocardiogram referral pathway.
- Risk associated with medical staffing levels being unable to meet demand for Gender services for adults and young people.

7.3. At the end of 2023/24 there were **69** 'live' risks on this risk register, with **21** risks having a current risk level of 'Very High', **22** risks with a risk level of High, and **26** with a risk level of Moderate.

8. Recommendations

8.1. The Integration Joint Board is asked to:

- a) note the content of this report; and
- b) note the attached Integration Joint Board Risk Register in Appendix A.

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Glasgow City Integration Joint Board - Risk Register (as at April 2024)

Ref	Title	Description	Risk Owner	Responsible Officer	Mitigation / Control	Residual Risk Assessment (Impact x Probability)	Residual Risk Score	Residual Risk Level	Notes
524	Level of savings required annually	<p>RISK: Inability to deliver appropriate level of essential services due to required annual level of savings.</p> <p>CAUSE: Required level of savings in the Budget Service Plan annually</p> <p>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</p>	Sharon Wearing	Margaret Hogg	<ul style="list-style-type: none"> 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	April 2024 - Risk confirmed as accurate
2032	Impact of Budget & Spending Review	<p>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</p> <p>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)</p> <p>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.</p>	Sharon Wearing	Margaret Hogg	<ul style="list-style-type: none"> Budget Plan for 2024/25 has been approved and also the medium term financial plan. This plan is for 2024-2027. 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 	5x5 Critical/ Almost Certain	25	Very High	April 2024 - No change to risk score. Update to mitigation and control to include that the Budget Plan for 2024/25 has now been approved by the IJB.
2241	Impact of expenditure of prescribing	<p>RISK: The significant cost pressure on our Prescribing Budget 23-24 is driven by a sustained prescribing volume growth combined with an increase in the global price of drugs.</p> <p>CAUSE: The on-going increase in costs of drugs due to a range of global factors and the ongoing increase and volatility in costs due to a range of Global Factors and increase in volume of prescribing.</p> <p>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.</p>	Sharon Wearing	Gary Dover	<ul style="list-style-type: none"> 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. Implementation of Glasgow City HSCP Action Plan. Ongoing engagement with Prescribers by Clinical Directors and Pharmacy Leads to communicate prescribing cost increases and to involve prescribers to identify opportunities in reducing prescribing costs. Engaging with other service leads across health & social care to identify potential prescribing efficiencies through their areas of practice. 	5x5 Critical/ Almost Certain	25	Very High	April 2024 - No change to risk score. Update to mitigation and control to include ongoing engagement.

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2311	Homelessness & Asylum pressures	<p>RISK: There is a risk that the IJB will be unable to achieve its strategic priorities where these are dependent on the objectives to support people at risk of homelessness and support the provision of safe housing for Glasgow's residents and contribute to the role the city is playing in supporting people seeking asylum / refuge to live in Glasgow.</p> <p>CAUSE: The Home Office decision to accelerate asylum seeker decisions leads to substantial increase in homelessness referrals, existing pressures in provision of homelessness services (increase in demand, projected overspend in 23/24 and future savings pressures, lack of Registered Social Landlord (RSL) and temporary accommodation capacity, lack of hotel and B&B capacity in the city, relaxation of Local Connections requirements)</p> <p>EFFECT: IJB unable to achieve strategic priorities and objectives, unable to provide accommodation (including emergency and temporary) to meet demand, increase in rough sleeping with associated increased risk of harm, disorder, public health issues, additional knock-on pressures on Primary care and Education services, breaching statutory duties in relation to housing, significant increase in projected overspend in homelessness (and other HSCP) services, negative media and political attention leading to loss of public confidence</p>	Susanne Millar	Jim McBride; Frances McMeeking	<ul style="list-style-type: none"> • Report to Council's Emergency Committee on projected impact of accelerated asylum decisions • Governance arrangements in HSCP and across Council and other partners • Action plan in development in partnership with NRS 	5x5 Critical/ Almost Certain	25	Very High	April 2024 - Risk confirmed as accurate. Update made to mitigation and control to include action plan developed in partnership with NRS.
512	Delivery of Strategic Plan within budget	<p>RISK: The IJB is unable to budget within allocated resources</p> <p>CAUSE: Cost of delivery is higher than budgeted resources made available</p> <p>EFFECT: The IJB is unable to deliver on the Strategic Plan</p>	Susanne Millar	Margaret Hogg	<ul style="list-style-type: none"> • 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. • A forecast Spend was brought to the September IJB. This Forecast spend was for £21.4 million. The IJB agreed a Recovery Plan of 4.2 million and this Recovery Plan will now be monitored to bring spend back within planning assumptions. • A forecast Spend was brought to the March IJB. This Forecast spend was for £21.2 million after recovery. • Earlier this year the IJB recognised that given the scale of the financial pressure being faced in the current financial year and the forecasts for 2024-25 to 2026-27, that there needed to be a fundamental change to the services which are offered. The IJB agreed to the development of a service reset which would identify the services which are sustainable both in terms of meeting the demands of the population of Glasgow City but also be sustainable within the financial envelope which is available. 	4x5 Major/ Almost Certain	20	Very High	April 2024 - No change to risk score. Update to mitigation and controls to reflect the current forecast spend.

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934	Deliverability of Primary Care Improvement Plan (PCIP)	<p>RISK: Failure to deliver transformation of Primary Care services as specified in the Primary Care Improvement Plan (PCIP)</p> <p>CAUSE: Insufficient funding and risk that current funding may be reduced due to financial pressures, 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.</p> <p>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.</p>	Susanne Millar	Gary Dover	<p>Measures necessary to remain within budget include and to mitigate the lack of qualified staff include:</p> <ul style="list-style-type: none"> • Development of Financial Strategy for PCIP • 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	April 2024 - No change to risk score. Update to mitigation and control to include the development of the Financial Strategy for PCIP
2233	2022/23 Local Government pay award	<p>RISK: Legacy impact of lack of funding for additional costs associated with the 22/23 local government pay settlement on future year budgets</p> <p>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.</p> <p>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.</p>	Sharon Wearing	Margaret Hogg	<ul style="list-style-type: none"> • 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	April 2024 - Risk confirmed as accurate
2240	Reputational and legal impacts arising from homelessness savings plans considered in IJB report June 2023.	<p>RISK: limiting the availability of emergency accommodation could result in a breach of statutory duties and increase number of rough sleepers in the city</p> <p>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.</p> <p>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</p>	Jim McBride; Frances McMeeking	Jim McBride	<ul style="list-style-type: none"> • Engagement sessions with RSL's continues to place focussing on maximising accommodation options in response to addressing the continuing homelessness challenges and increasing use of hotels and B&B's. • Engagement with Scottish Government on funding constraints • Continued engagement with third sector partners operating in city centre has mobilised support arrangements and will be aligned to the All in for Glasgow redesign sessions. • RSL's have committed up to and where possible beyond 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 and Police Scotland operating in city centre has focused attention on the challenges and a requirement to target those most at risk and/or vulnerability. • Additional resource including social care homelessness support and where necessary health care interventions are deployed within Simon Community Hub service with interference arrangements in place with Out of Hours. • Routine meetings with Simon Community as our principal homelessness commissioned service identifies those at most need and ensures targeted approach to care planning arrangements with particular focus on rough sleepers. • Weekly update reports from Simon Community will also determine rough sleeping trends ensuring oversight of any impact re homelessness savings plans. • Homelessness service managers responsible for out of hours and community casework teams have developed a risk management approach ensuring consistency in our decision making for those most at risk ensuring offers of accommodation wherever necessary. This will remain subject to consideration via fortnightly BnB budget grip meeting. • There is a weekly monitoring report /meeting with Simon Community to review any change in rough sleeping trends. • Glasgow City Council declared a Housing Emergency in November 2023, in response NRS and the HSCP have agreed a draft action plan 	4x5 Major/ Almost Certain	20	Very High	April 2024 - Risk score remains accurate. Updates have been made to mitigation and control to reflect current engagement and arrangements in service.

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2033	Impact of inflationary pressures	<p>RISK: There is a risk that rising inflation will have detrimental impact on the financial position</p> <p>CAUSE: Inflation at 3.4% (October 2023), with BoE projecting to 2% by 2025; increasing costs for the HSCP from rising prices for food, fuel, supplies, Purchased Services, and equipment plus consequential (e.g. public sector pay award)</p> <p>EFFECT: Detrimental impact on financial position</p>	Sharon Wearing	Margaret Hogg	<ul style="list-style-type: none"> 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 provision for inflation included in the 2024/25 budget. Continue to monitor 	4x4 Major/ Likely	16	High	April 2024 - No change to risk score. Update to the description to reflect the current inflation figure.
518	Purchased Providers financial stability	<p>RISK: Financial challenges faced by some provider organisations could destabilise them, render them financially unviable and result in them exiting the market</p> <p>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.</p> <p>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.</p>	Sharon Wearing	Geri McCormick	<ul style="list-style-type: none"> 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 SLW are passed on timeously. IJB identified funds to increase children providers despite no provision being made for a SLW increase in non-adult services. All increases are made on condition of payment of the SLW to frontline staff. The last three months have seen discussion at Government level of the application of this to Children Services. Separate guidance is awaited from Scottish Government in relation to Children's Social Care providers 	4x3 Major/ Possible	12	High	April 2024 - Risk confirmed as accurate.
2034	Resources required for National Care Service	<p>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</p> <p>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</p> <p>EFFECT: Existing operational priorities and delivery are delayed or compromised; potential impact on delivering strategic priorities</p>	Sharon Wearing	Allison Eccles	<ul style="list-style-type: none"> 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. Stage one debate took place in Jan/Feb 2024 and programme management structure is put on pause until information is given which then be stood back up. 	3x3 Moderate/ Possible	9	Medium	April 2024 - Risk owner has requested score to be reduced from 12 (Major/Possible) to 9 (Moderate/Possible) due to timescales have slowed and work streams have been paused as requested by risk owner.

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2037	Impact of National Care Service on recruitment & retention	<p>RISK: Health and social care recruitment and retention is adversely affected by the proposal to establish a National Care Service</p> <p>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)</p> <p>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.</p>	Sharon Wearing	Tracy Keenan	<p>Future control and mitigation actions to include</p> <ul style="list-style-type: none"> • 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 	4x2 Major/ Unlikely	8	Medium	April 2024 - Risk score lowered as requested by Responsible Officer from 12 (Major/Likely) to 8 (Major/Unlikely) due to no impact to staff transfers or changes.
2230	Failure to comply with statutory duties as a Category 1 responder	<p>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)</p> <p>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.</p> <p>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</p>	Susanne Millar	Allison Eccles	<ul style="list-style-type: none"> • 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 LRP and West of Scotland RRP), 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	April 2024 - Risk confirmed as accurate.
519	IJB business continuity	<p>RISK: IJB unable to fulfil its functions due to a failure of or disruption to property, people and/or infrastructure</p> <p>CAUSE: Expected or unexpected events such as industrial action, pandemic flu, civil emergency etc.</p> <p>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.</p>	Sharon Wearing	Allison Eccles	<ul style="list-style-type: none"> • 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 • All IJB business, including meetings and development sessions, have moved to virtual meetings using Microsoft Teams with dial in option available to members and stakeholders 	3x2 Moderate/ Unlikely	6	Medium	April 2024 - Risk owner has requested score is lowered from 9 (Moderate/Possible) to 6 (Moderate/Unlikely) due to having evidence that the plans and processes in place makes it unlikely the IJB would be unable to carry out its business.