



Item No. 13

Meeting Date Wednesday 10th December 2025

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

Report By: Duncan Black, Depute Chief Officer, Finance and Resources

Contact: Craig Cowan, Head of Business Development

Phone: 0141 287 8726

Risk Management Quarterly Update (Q2 2025/26)

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 2 (1 July 2025 to 30 September 2025).

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

OFFICIAL

Recommendations:	The IJB Finance, Audit and Scrutiny Committee is asked to: a) Note the content of this report; b) Note the risks on the IJB Risk Register at the end of Quarter 2 2025-26; and c) Note the update on the IJB Risk Policy Short Life Working Group.
-------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

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).
--------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Personnel:	None
-------------------	------

Carers:	None
----------------	------

Provider Organisations:	None
--------------------------------	------

Equalities:	None
--------------------	------

Fairer Scotland Compliance:	None
------------------------------------	------

Financial:	None
-------------------	------

Legal:	None
---------------	------

Economic Impact:	None
-------------------------	------

Sustainability:	None
------------------------	------

Sustainable Procurement and Article 19:	None
------------------------------------------------	------

Risk Implications:	Risks to the delivery of the Strategic Plan are identified in the IJB Risk Register
---------------------------	-------------------------------------------------------------------------------------

Implications for Glasgow City Council:	None
-----------------------------------------------	------

Implications for NHS Greater Glasgow & Clyde:	None
----------------------------------------------------------	------

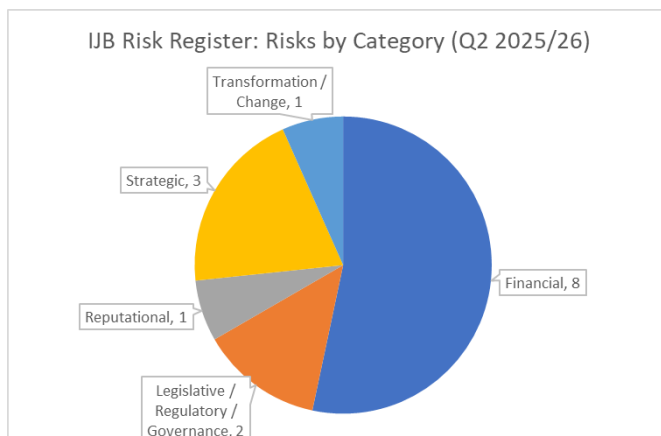
OFFICIAL

1. Purpose

- 1.1. The purpose of this report is to update 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 September 2025 in respect of changes to risks in Quarter 2 (Q2) which covers the period 1 July 2025 to 30 September 2025

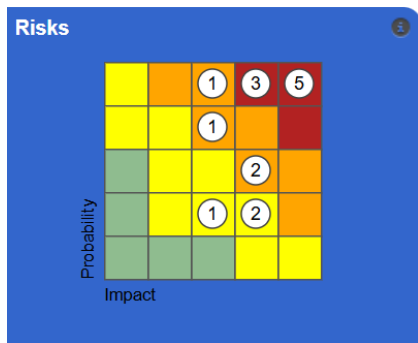
2. Integration Joint Board Risk Register

- 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, and typically these risks require strategic leadership in the development of activities and application of controls to manage the risk.
- 2.3. There were no new risks added to or closed on the register during Q2.
- 2.4. There were no existing risk scores that increased on the register during Q2.
- 2.5. There was 1 risk where the existing risk score decreased in Q2.
 - *Ref 934: Deliverability of Primary Care Improvement Plan (PCIP).* Responsible officer recommended to reduce the residual likelihood of this risk from 5 (almost certain) to 3 (possible) noting that PCIP funding is reviewed annually and therefore a likelihood assessment of “almost certain” is too high.
- 2.6. Financial sustainability continued to be most predominant category of risk on the IJB’s risk register in Quarter 2.



OFFICIAL

2.7. At the end of the Q2 review there were **15** live risks on the register, with **8** risks having a residual risk level of 'Very High', **4** risks at 'High' and **3** risks at 'Medium'.



2.8. All risks on the IJB Risk Register at the end of Q2 are shown in Appendix 1.

2.9. The format in which the IJB Risk Register is presented to Committee was reviewed by the Chair and officers for the [Q1 report](#), and it was agreed that this revised format would be trialled for the remainder of the financial year. The Committee will be asked to consider continuing with this presentation format when the Q4 risk report is tabled.

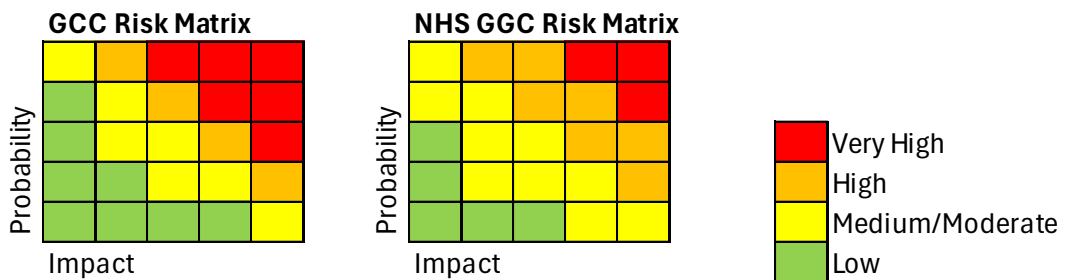
2.10. The next quarterly review of the IJB Risk Register (Quarter 3) will be carried out at the end of December 2025.

3. Key Operational Risks (Q2)

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 significant and/or service wide operational risks that can be escalated to the Health Board or the Council's corporate risk registers if necessary. Where an operational risk has the potential to become a strategic risk to the IJB it can also be escalated to the IJB Risk Register.

3.3. The Committee is reminded that the Council and Health Board assess risk levels differently. Although both partners use a 5x5 scoring mechanism, different thresholds for risk levels have been set:



OFFICIAL

- 3.4. Resource pressures and demand continue to be the predominant potential causes of risks on the Social Care risk register, with Homelessness budget and demand pressures continuing to be a Very High risk.
- 3.5. The residual likelihood of risks related to ICT, specifically IT security and systems failures, were increased during Q2 on the Social Care risk register. This was due to a cyber incident that affected the Council during the summer and staffing changes in the Council's IT provider. Officers have begun a review of the controls in place in the Partnership to mitigate these risks.
- 3.6. The residual likelihood of the impact of Welfare Reform on demand for services was reduced following the Q2 review. This was due to the controls and mitigations being effective, and an increase in demand as result of Welfare Reform not materialising as anticipated.
- 3.7. At the end of Q2 there were **32** 'live' risks on the Social Care register, with **10** risks having a residual risk level of 'Very High', **14** risks at 'High' and **8** risks at 'Medium'.
- 3.8. Staff and resource shortages, and increased demand continue to be the predominant causes of risks on the Partnership's Health risk register, although some services have reported an improvement in recruitment and retention (administration staff in Sexual Health services and Band 5 nurses across inpatient and community services), and have reduced the current risk scores in respect of these.
- 3.9. At the end of Q2 there were **29** 'live' risks on the Health register, with **14** risks having a current risk level of 'Very High', **7** risks at 'High', **7** risks at 'Medium', and **1** risk at 'Low'.
- 3.10. The next quarterly review of the Health and Social Care Risk Registers (Quarter 3) will be carried out at the end of December 2025.

4. Short Life Working Group: Review of IJB Risk Policy

- 4.1. At its meeting on [10 September 2025](#), the Committee was asked to approve a proposal to establish a Short Life Working Group to carry out a full review of the IJB's Risk Management Policy & Strategy, and to explore options for the development of a risk appetite statement for the IJB.
- 4.2. This Short Life Working Group has now been established with Chair, membership and Terms of Reference confirmed. The group aims to present a revised policy for approval by the IJB at its meeting in May 2026.
- 4.3. The SLWG held its first meeting on 24th November 2025, with its next meeting to be held mid-January 2026.

OFFICIAL

OFFICIAL

5. Recommendations

5.1. The IJB Finance, Audit and Scrutiny Committee is asked to:

- a) Note the content of this report;
- b) Note the risks on the IJB Risk Register at the end of Quarter 2 2025-26;
and
- c) Note the update on the IJB Risk Policy Short Life Working Group.

OFFICIAL

IJB Risk Register (as at 30 September 2025)

Ref	IJB	0524	Title	LEVEL OF SAVINGS REQUIRED ANNUALLY			
Description		<p>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</p>					

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Duncan Black	5x5 Critical/ Almost Certain	25			02-Oct-2025	01-Jan-2026

Mitigation / Control							
<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. Budget planning for 2026-27 to 2030-31 has commenced and will be subject of a report to a future IJB. 							

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Financial
-------------------------	-------	------------------------------------	-----------

Notes

Q2 September 2025: Risk confirmed as accurate for Q2. However, Risk Owner has instructed Officers to conduct a full review to consolidate and rationalise of all finance risks.	02 Oct 2025	Lesley Anne O'Hare
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------	--------------------

Ref	IJB	2032	Title	IMPACT OF BUDGET & SPENDING REVIEW
<p>Description</p> <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>				

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Duncan Black	5x5 Critical/ Almost Certain	25			02-Oct-2025	01-Jan-2026

Mitigation / Control
<ul style="list-style-type: none"> • Budget Plan for 2025/26 and the medium term financial plan and has been approved. • Budget Plan for 2024/25 and the medium term financial plan and has been approved. • 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 25-26 has commenced. • Budget planning for 26-27 to 2030-31 has commenced and will be the subject of a report to a future IJB.

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Financial

Notes

<p>Q2 September 2025: Risk confirmed as accurate for Q2. However, Risk Owner has instructed Officers to conduct a full review to consolidate and rationalise all finance risks.</p>	02 Oct 2025	Lesley Anne O'Hare
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------	--------------------

Ref	IJB	2241	Title	IMPACT OF EXPENDITURE OF PRESCRIBING
Description	<p>RISK: The significant cost pressure on our Prescribing Budget 25-26 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>			

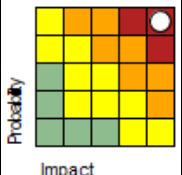
Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Stephen Fitzpatrick	5x5 Critical/ Almost Certain	25			25-Aug-2025	01-Jan-2026

Mitigation / Control
<ul style="list-style-type: none"> • Use of IJB reserves and implementation of savings to cover the increased costs. • Implementation of prescribing efficiencies programme • 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.

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Financial
-------------------------	-------	------------------------------------	-----------

Notes		
<p>Q2 August 2025: Risk confirmed as accurate. Risk description updated to reflect the prescribing budget re 25-26 (formally 24-25). Responsible Officer changed from Gary Dover to Stephen Fitzpatrick.</p>	25 Aug 2025	Lesley Anne O'Hare

Ref	IJB	2311	Title	HOMELESSNESS & ASYLUM PRESSURES
Description	<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 24/25 and projected overspend in 25/26, 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>			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Pat Togher	Jim McBride; Frances McMeeking	5x5 Critical/ Almost Certain	25			29-Aug-2025	01-Jan-2026

Mitigation / Control
<ul style="list-style-type: none"> • Report has been submitted to the Council's Emergency Committee on projected impact of accelerated asylum decisions • Data dashboards now in place to monitor and review the demand from homeless households, including specific dashboard on asylum pressures • Governance arrangements in HSCP and across Council and other partners • Lobbying of Scottish Government in relation to pausing or amending legislation which is causing significant pressure in Glasgow (Unsuitable accommodation, Unsuitable Accommodation Order) • Review Local Letting Plan for 25/26 to reflect demand for permanent housing. Current ask of 67% of all lets not being met (currently 51.2%). Targeted meetings have taken place with RSLs and early signs show that performance from the RSLs who were visited has improved • Shared Accommodation Model currently being progressed through governance structures and pilot programme should be in place in coming months. • New Housing Options Explorer now launched to reduce demand on Homelessness Services and reduce the number of households who require temporary accommodation. • £11.4m Acquisition Programme for 2024/25 being utilised to reduce use of temporary accommodation for larger families. £11.4m for 25/26 will continue to be focused on acquiring large family housing and reducing the dependence on temporary accommodation.

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Strategic
--------------------------------	-------	-------------------------------------------	-----------

Notes

Q2 August 2025: Risk score confirmed as accurate. Update made to mitigations to note Housing Explorer Options has now launched.	29 Aug 2025	Lesley Anne O'Hare
----------------------------------------------------------------------------------------------------------------------------------------	-------------	--------------------

Ref	IJB	2592	Title	IMPACT OF NATIONAL INSURANCE INCREASES ON COMMISSIONED SERVICES			
Description	<p>RISK: Providers pass on cost of increased NI contributions to the HSCP CAUSE: No Government funding has been made available. Increase in employer NI contributions will cost £8m across Glasgow City for commissioned services. EFFECT: Reduced purchasing power for commissioning services which will reduce services being commissioned.</p>						

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Duncan Black	5x5 Critical/ Almost Certain	25			02-Oct-2025	01-Jan-2026

Mitigation / Control
<ul style="list-style-type: none"> • Continue to monitor discussions between UK Government and Scottish Government • Continue to raise concerns with Scottish Government • National contracts awarded for Health and Social Care to date include increases for eNICS. To date this has been manageable within current budget. This will require continued monitoring.

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Financial
-------------------------	-------	------------------------------------	-----------

Notes		
<p>Q2 September 2025: Risk confirmed as accurate for Q2. However, RO has instructed Officers to conduct a full review to consolidate and rationalise of all finance risks.</p>	02 Oct 2025	Lesley Anne O'Hare

Ref	IJB	0512	Title	DELIVERY OF STRATEGIC PLAN WITHIN BUDGET
Description	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			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Duncan Black	4x5 Major/ Almost Certain	20			02-Oct-2025	01-Jan-2026

Mitigation / Control
<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 Strategic Plan (2023-28) 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. • 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. • Budget for 2025-26 with savings plans approved. EQIA's undertaken to understand implications of savings plans. • Budget planning for 2026-27 to 2030-31 has commenced and will be the subject of a report to a future IJB.

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Financial
-------------------------	-------	------------------------------------	-----------

Notes

Q2 September 2025: Risk confirmed as accurate for Q2. However, RO has instructed Officers to conduct a full review to consolidate and rationalise of all finance risks.	02 Oct 2025	Lesley Anne O'Hare
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------	--------------------

Ref	IJB	2240	Title	BREACH OF STATUTORY HOMELESSNESS DUTIES AND INCREASED ROUGH SLEEPING
Description	<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>			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Jim McBride; Frances McMeeking	Jim McBride	4x5 Major/ Almost Certain	20			29-Aug-2025	01-Jan-2026

Mitigation / Control
<ul style="list-style-type: none"> • Glasgow City Council declared a Housing Emergency in November 2023, in response NRS and the HSCP have agreed a draft action plan and action plan developed. • Continued work with RSLs to increase the number of available lets, thus reducing dependency on B&B and hotel accommodation • Review Local Letting Plan for 25/26 to reflect demand for permanent housing. Current ask of 67% of all lets not being met (currently 50.2%) • Work ongoing with housing associations to increase the number of temporary furnished flats to reduce reliance on bed and breakfast • Continued engagement with Scottish and UK Governments on funding constraints • Continued engagement with third sector partners operating in city centre has mobilised support arrangements • 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.
- 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.
- 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.

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Legislative / Regulatory / Governance
--------------------------------	-------	-------------------------------------------	---------------------------------------

Notes

Q2 August 2025: Risk confirmed as accurate.	29 Aug 2025	Lesley Anne O'Hare
----------------------------------------------------	-------------	--------------------

Ref	IJB	2500	Title	LEVEL OF IJB GENERAL RESERVES
Description	<p>RISK: Good practice recommends that IJBs hold 2% in General Reserve. The IJB closed 2024/25 with a general reserve of £24.3m which is 1.4% of net expenditure.</p> <p>CAUSE: The level of demand and financial pressures facing the IJB is unprecedented and has required general reserves to be accessed to support financial balance as part of financial planning. This has reduced the level of general reserves held.</p> <p>EFFECT: It is important that sufficient general reserves are held in reserve to manage unanticipated pressures from year to year. General Reserves offer the IJB some flexibility to deal with unforeseen events or emergencies.</p>			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Duncan Black	4x5 Major/ Almost Certain	20			02-Oct-2025	01-Jan-2026

Mitigation / Control
<ul style="list-style-type: none"> Regular updates are provided to the IJB on the level of general reserves and decisions about utilising general reserves are only made by the IJB. Earmarked reserves are subject to annual review to ensure that they are only retained where the need for them remains. This annual exercise is used to identify opportunities to increase general reserves, where it is appropriate. The budget strategy for 2025-26 includes a strategy for budget smoothing which provides an opportunity to increase general reserves by £8.3m at the end of 2025-26, if spend remains within the funding available. Budget planning for 2026-27 has commenced and this will include an assessment of further opportunities to increase general reserves.

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Financial
-------------------------	-------	------------------------------------	-----------

Notes

<p>Q2 September 2025: Risk confirmed as accurate for Q2. However, RO has instructed Officers to conduct a full review to consolidate and rationalise of all finance risks.</p>	02 Oct 2025	Lesley Anne O'Hare
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------	--------------------

Ref	IJB	2591	Title	IMPACT OF EMPLOYER NATIONAL INSURANCE INCREASE ON HSCP SERVICES
Description	<p>RISK: Health funding for increased employer National Insurance contributions is less than the 100% assumed from Scottish Government. CAUSE: Local Government bodies have only received 60% funding for Council services. EFFECT: Detrimental impact on IJB financial position which will require recovery planning to resolve in-year and savings in services to resolve recurringly in future years.</p>			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Duncan Black	3x5 Moderate/ Almost Certain	15			02-Oct-2025	01-Jan-2026

Mitigation / Control
<ul style="list-style-type: none"> • Council shortfall built into 2025/26 and 2026/27 budget planning • Chief Finance Officer continues to be updated on Scottish Government funding plans for 2025/26.

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Financial
--------------------------------	-------	-------------------------------------------	-----------

Notes

Q2 September 2025: Risk confirmed as accurate for Q2. However, RO has instructed Officers to conduct a full review to consolidate and rationalise of all finance risks.	02 Oct 2025	Lesley Anne O'Hare
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------	--------------------

Ref	IJB	0518	Title	PURCHASED PROVIDERS FINANCIAL STABILITY
Description	<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.</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>			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Geri McCormick	4x3 Major/ Possible	12		-	25-Aug-2025	01-Jan-2026

Mitigation / Control
<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. • All increases are made on condition of payment of the SLW to frontline staff. • 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 - in respect of SLW are passed on timeously. • All increases are made in respect of payment of the SLW to frontline staff. • Contractor Risk Ratings Matrix • The price evaluation in any new procurements includes clear financial guidance • Proactive approach within commissioning and contract management to fair working practice in social care • Regular meetings with key providers regarding strategic provider related issues

- Additional monitoring support which will consider viability of each provider
- Ongoing engagement and close working relationship with sector representative bodies Scottish Care and CCPS (Coalition of Care and Support Providers in Scotland)
- Close working relationship with Care Inspectorate
- In Glasgow City HSCP a Care Home Oversight Group chaired by the Chief Officer monitors and reviews care homes issues and risks. HSCP Commissioning officers continue to be engaged with providers and are actively involved in the enhanced governance arrangements
- Processes within Commissioning Services are robust and involve all necessary discussions and negotiations with ACO's and Finance.

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Strategic
--------------------------------	-------	-------------------------------------------	-----------

Notes

August 2025 - No change to risk score. Risk owner suggested that the mitigation and controls reflect that of risk 565 - Financial Challenges and Failures of External Providers.	25 Aug 2025	Kari Archibald
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------	----------------

Ref	IJB	0934	Title	DELIVERABILITY OF PRIMARY CARE IMPROVEMENT PLAN (PCIP)
Description	<p>RISK: Failure to deliver transformation of Primary Care services as specified in the Primary Care Improvement Plan (PCIP) 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. 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>			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Pat Togher	Stephen Fitzpatrick	4x3 Major/ Possible	12		↓	25-Aug-2025	01-Jan-2026

Mitigation / Control
<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

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Transformation / Change
-------------------------	-------	------------------------------------	-------------------------

Notes

OFFICIAL

Appendix 1

Q2 August 2025: Responsible officer reduced the risk score from 4x5 (Major/ Almost Certain) to 4x3 (Major/ Possible), noting that funding is reviewed annually and 'almost certain' wasn't accurate. Responsible Officer updated from Gary Dover to Stephen Fitzpatrick.	25 Aug 2025	Lesley Anne O'Hare
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------	--------------------

Ref	IJB	2033	Title	IMPACT OF INFLATIONARY PRESSURES			
Description	<p>RISK: There is a risk that rising inflation will have detrimental impact on the financial position CAUSE: Inflation currently 3.8%, with BoE projecting to 2.7% by 2026 which remains above 2% target; increasing costs for the HSCP from rising prices for food, fuel, supplies, Purchased Services, and equipment plus consequential (e.g. public sector pay award) EFFECT: Detrimental impact on financial position</p>						

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Duncan Black	3x4 Moderate/ Likely	12		—	02-Oct-2025	01-Jan-2026

Mitigation / Control
<ul style="list-style-type: none"> • Ongoing monitoring of financial impact of inflation of service costs • Budget approved for 2025-26 includes a provision for contractual inflation • Continue to monitor

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Financial
-------------------------	-------	------------------------------------	-----------

Notes		
<p>Q2 September 2025: Update made to Cause to reflect current and projected inflation rates. Risk score confirmed as accurate for Q2. However, RO has instructed Officers to conduct a full review to consolidate and rationalise of all finance risks.</p>	02 Oct 2025	Lesley Anne O'Hare

Ref	IJB	2230	Title	FAILURE TO COMPLY WITH STATUTORY DUTIES AS A CATEGORY 1 RESPONDER
Description	<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>			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Pat Togher	Craig Cowan	4x2 Major/ Unlikely	8		-	08-Aug-2025	01-Jan-2026

Mitigation / Control
<ul style="list-style-type: none"> 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

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Legislative / Regulatory / Governance
-------------------------	-------	------------------------------------	---------------------------------------

Notes			
<table border="1" style="width: 100%;"> <tr> <td>August 2025 - Risk confirmed as accurate</td> <td>08 Aug 2025</td> <td>Kari Archibald</td> </tr> </table>	August 2025 - Risk confirmed as accurate	08 Aug 2025	Kari Archibald
August 2025 - Risk confirmed as accurate	08 Aug 2025	Kari Archibald	

Ref	IJB	2535	Title	SAFER DRUG CONSUMPTION FACILITY
Description	<p>RISK: There is a reputational risk to the IJB arising from its decision to develop and open the Safer Drug Consumption Facility (SDCF) known as ‘The Thistle’.</p> <p>CAUSE: Following the Lord Advocate's publishing of a statement of prosecution policy in September 2023, the IJB approved the implementation of the SDCF in September 2023. The SDCF is the first of its kind in Scotland and the UK, therefore resulted in significant national media attention and political and societal interest, which has been and will be ongoing. Negative coverage could arise due to a number of potential scenarios, including a low uptake of the service, no visible reduction in public injection, incidents in the community attributed to the Facility, incidents within the Facility etc.</p> <p>EFFECT: There are a number of potential positive and negative impacts, including reputational impact for the IJB, impact on service users, impact on the local community and ongoing media attention. There may also potentially be increased demand for additional services with associated resource implications, however this may be offset by a reduction in demand for unscheduled care services.</p>			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Pat Togher	Kelda Gaffney	4x2 Major/ Unlikely	8			08-Aug-2025	01-Jan-2026

Mitigation / Control
<ul style="list-style-type: none"> • The implementation board has moved to a service oversight board, with a role in monitoring delivery and impact of the service. • The service has employed a range of staff including harm reduction workers with lived experience with the purpose of encouraging people to use the service and engaging with people who use the service. • A video of the facility will be widely distributed to partners who engage with people who inject drugs and visits will be arranged for people who meet the criteria for service prior to opening to provide re-assurance and an opportunity to meet with staff and understand the service. • The ADRS and ADP team have been meeting with people who inject drugs around the city centre and feedback has been positive and people are keen to attend such a service. • Meetings with similar services from across the world has provided specific learning in terms of engaging with people for whom the service is targeted, and these meetings will continue throughout the first year of operation. • The independent evaluation will take place over three years and will regularly collect data on impact of the service for a number of key areas including harms, wider health and social care benefits, and the local community.

Risk Treatment Approach	Tolerate	Risk Categories - Primary Category	Reputational
--------------------------------	----------	-------------------------------------------	--------------

Notes

August 2025 - Risk confirmed as accurate	08 Aug 2025	Kari Archibald
------------------------------------------	-------------	----------------

Ref	IJB	0519	Title	IJB BUSINESS CONTINUITY			
Description	<p>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.</p>						

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Craig Cowan	3x2 Moderate/ Unlikely	6		■	08-Aug-2025	01-Jan-2026

Mitigation / Control
<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 • 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. • 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, can be conducted as virtual meetings using Microsoft Teams with dial in option available to members and stakeholders • The Annual Business Analysis (BIA) is due for 2025 review. Business Development will be delivering short BIA sessions in September/October 2025 to support services with completing this document. • The Business Development Team will be delivering Business Continuity Test exercise sessions to Homelessness Residential, Children's Residential and Finance throughout out September 2025.

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Strategic
-------------------------	-------	------------------------------------	-----------

Notes

August 2025 - Risk score confirmed as accurate. Update made to mitigation and controls to inform of the Business Impact Analysis review 2025 and Business Continuity sessions scheduled for Homelessness, Children's Residential and Financial Services.	08 Aug 2025	Kari Archibald
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------	----------------