



Item No. 14

Meeting Date Wednesday 11th December 2024

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

Report By: Sharon Wearing, Chief Officer, Finance & Resources

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Risk Management Quarterly Update (Q2 2024/25)

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 (1st July 2024 to 30th September 2024).

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 the contents of the report; and b) Note the risks on the IJB Risk Register at the end of Quarter 2 2024-25.
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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 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 October 2024 in respect of changes to risks in Quarter 2 (Q2) which covers the period 1st July 2024 to 30th September 2024.

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 was 1 new risk added to the register during Q2:
 - *Ref 2535: Safer Drug Consumption Facility.* This risk has been added to the IJB's risk register at the request of members of this Committee and in consultation with officers. This risk recognises that there are both risk and opportunities for the IJB arising from the SDCF and it's stated objectives. The risk has been added with an inherent risk (before mitigation) of High, and a residual risk (with mitigation) of Medium.
- 2.4. There were 2 risks closed on the register during Q2:
 - *Ref 2233: Local Government pay award.* The IJB was required to fund this in 2023/24, and a recurring budget is now in place. Discussions have yielded no further funding from Council and the budget for 2024/25 is approved with no further funding in place.
 - *Ref 2034: Resources required for National Care Service.* The risk owner recommended that this is removed from the IJB risk register as is not a strategic risk to the IJB and is not a current significant operational risk.
- 2.5. There were no risk scores on the IJB risk register that increased during Q2.
- 2.6. There was 1 risk where the risk score decreased in Q2:
 - *Ref 2037: Impact of National Care Service on recruitment & retention.* The likelihood and impact of this risk has further reduced, but still remains at Medium level. The risk owner will be asked to consider de-escalating this risk from the IJB's risk register at the Q3 risk review.
- 2.7. At the conclusion of the October 2024 review there were **14** live risks on the register, with **8** risks having a current risk level of 'Very High', **2** risks with a risk level of 'High' and **4** risks with a risk level of 'Medium'.

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- 2.8. All risks on the IJB Risk Register at the end of Q2 are shown in Appendix A.
- 2.9. The next quarterly review of the IJB Risk Register is scheduled to be carried out in January 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 operational risks that can be escalated to the Health Board's 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. A risk in relation to response times to Subject Access Requests was added to the Social Care risk register in Q2, with a residual risk of Very High. There continues to be significant risk arising from operational pressures in Homelessness Services.
- 3.4. Staff shortages continue to be a frequently identified cause of risk on the Health risk register, with GP shortages leading to a new risk being identified for prison health care services during Q2.
- 3.5. At the end of Q1 there were **38** 'live' risks on the Social Care risk register, with **14** risks having a current risk level of 'Very High, **15** risks with a risk level of 'High' and **9** with a risk level of 'Medium'.
- 3.6. At the end of Q1 there were **61** 'live' risks on the Health risk register, with **20** risks having a current risk level of 'Very High, **17** risks with a risk level of High and **24** with a risk level of Moderate.
- 3.7. The next quarterly review of the Health and Social Care Risk Registers is scheduled to be carried out in January 2025.

4. Recommendations

- 4.1. The IJB Finance, Audit and Scrutiny Committee is asked to:
 - a) Note the contents of the report; and
 - b) Note the risks on the IJB Risk Register at the end of Quarter 2 2024-25.

IJB Risk Register (as at October 2024)												
Ref	Title	Description	Risk Owner	Responsible Officer	Inherent Risk Assessment (Impact x Probability)	Inherent Risk Score	Inherent Risk Level	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	5x5 Critical/ Almost Certain	25	Very High	- 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 2025-26 has commenced.	5x5 Critical/ Almost Certain	25	Very High	October 2024 - Risk confirmed as accurate for Q2.
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	5x5 Critical/ Almost Certain	25	Very High	- 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.	5x5 Critical/ Almost Certain	25	Very High	October 2024 - Risk confirmed as accurate for Q2.
2241	Impact of expenditure of prescribing	RISK: The significant cost pressure on our Prescribing Budget 24-25 is driven by a sustained prescribing volume growth 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 and the ongoing increase and volatility in costs due to a range of Global Factors and increase in volume of prescribing. 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	5x5 Critical/ Almost Certain	25	Very High	- 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.	5x5 Critical/ Almost Certain	25	Very High	October 2024 - Risk score confirmed as accurate. Changes made to description referencing update to 24-25 budget and in mitigation/control had added implementation of prescribing efficiencies programme. To note await outcome of Scottish Government consultation to agree to savings on drugs or those that are low/no clinical value.

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2311	Homelessness & Asylum pressures	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. 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) 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	Jackie Kerr (HSCP)	Jim McBride; Frances McMeeking	5x5 Critical/ Almost Certain	25	Very High	• 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	October 2024 - Risk confirmed as accurate for Q2.
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	Sharon Wearing	Margaret Hogg	4x5 Major/ Almost Certain	20	Very High	• 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. • 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 2024-25 with savings plans approved. EQIA's undertaken to understand implications of savings plans. • Budget planning for 2025-26 has commenced.	4x5 Major/ Almost Certain	20	Very High	October 2024 - Risk confirmed as accurate for Q2.

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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 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.	Jackie Kerr (HSCP)	Gary Dover	4x5 Major/ Almost Certain	20	Very High	Measures necessary to remain within budget include and to mitigate the lack of qualified staff include: • 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	October 2024 - Risk score accurate for Q2 and removed 'Quantifying impact to be measured through PCIP Evaluation' from mitigation/control as it has concluded.
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	Jim McBride; Frances McMeeking	Jim McBride	5x5 Critical/ Almost Certain	25	Very High	• 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 grpn meeting.	4x5 Major/ Almost Certain	20	Very High	October 2024 - Risk confirmed as accurate for Q2.

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2500	Level of IJB General Reserves	RISK: Good practice recommends that IJBs hold 2% in General Reserve. The IJB closed 2023/24 with a general reserve of £8.4m which is 0.5% of net expenditure. 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. 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.	Sharon Wearing	Margaret Hogg	5x5 Critical/ Almost Certain	25	Very High	- 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 2024-25 includes a strategy for budget smoothing which provides an opportunity to increase general reserves by £9.3m at the end of 2024-25, if spend remains within the funding available. - Budget planning for 2025-26 has commenced and this will include an assessment of further opportunities to increase general reserves further as a result of the budget smoothing strategy adopted in 2024-25. - The outturn for 2024-25 forecasts an overspend of £11.6m. If this continues it will significantly impact on general reserves. A recovery plan has been agreed by the IJB to deliver financial balance and secure the planned increase to general reserves proposed as part of the budget process.	4x5 Major/ Almost Certain	20	Very High	October 2024 - Risk confirmed accurate for Q2. Additional mitigation/control added regarding a recovery plan agreed by IJB to deliver financial balance and secure planned increase to general reserves.
2033	Impact of inflationary pressures	RISK: There is a risk that rising inflation will have detrimental impact on the financial position CAUSE: Inflation at 3.1% (August 2024), 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) EFFECT: Detrimental impact on financial position	Sharon Wearing	Margaret Hogg	4x4 Major/ Likely	16	High	- 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	October 2024 - Risk confirmed as accurate and changed inflationary rate from 3.4% to 3.1% as of August 2024.
518	Purchased 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. 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	4x4 Major/ Likely	16	High	- 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	October 2024 - Risk confirmed as accurate. R

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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	Jackie Kerr (HSCP)	Craig Cowan	4x3 Major/ Possible	12	High	• 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	October 2024 - Risk confirmed as accurate.
2535	Safer Drug Consumption Facility	RISK: The Safer Drug Consumption Facility (SDCF) does not achieve its stated objectives of reducing public injecting, reducing harm, improving communities and improving engagement of hard-to-reach, vulnerable service users with health and social care support services. 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. EFFECT: There are a number of potential positive and negative impacts, including political and reputation impact for the IJB, impact on service users, 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.	Jackie Kerr (HSCP)	Kelda Gaffney	4x4 Major/ Likely	16	High	• The implementation board will move to a service oversight board, with a role in monitoring delivery and impact of the service. • The service have 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.	4x2 Major/ Unlikely	8	Medium	October 2024 - New risk added.

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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	4x3 Major/Possible	12	High	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. • NCS briefing sessions scheduled to take place in October 2024 to keep staff informed • Work ongoing with Communications team to develop staff and partnership communications	3x2 Moderate/Unlikely	6	Medium	October 2024 - Risk owner requested for risk score to reduce from 4x2 (Major/Unlikely) to 3x2 (Moderate/Unlikely) as there is less risk to retention pressures. An update was made to the mitigation and control to highlight that NCS sessions are scheduled in October 2024.
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	Craig Cowan	3x3 Moderate/Possible	9	Medium	• 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	October 2024 - Risk confirmed as accurate.