



# Item No: 16

Meeting Date: Wednesday 25<sup>th</sup> June 2025

## Glasgow City Integration Joint Board

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

**Contact:** Craig Cowan, Head of Business Development

**Phone:** 0141 287 6724

### Annual Risk Management Review 2024/25

**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 2024/25.

**Background/Engagement:**

The IJB [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 Integration Joint Board, with an annual summary report to the Integration Joint Board.

**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 ☒

**Recommendations:**

The Integration Joint Board is asked to:

- a) Note the content of this report; and
- b) Note the attached Integration Joint Board Risk Register (as at end of 2024/25).

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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:**

<b>Reference to National Health &amp; Wellbeing Outcome(s):</b>	N/A
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<b>Personnel:</b>	Personnel risks are identified in the register
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<b>Carers:</b>	N/A
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<b>Provider Organisations:</b>	Risks in relation to provider organisations are identified in the register
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<b>Equalities:</b>	N/A
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<b>Fairer Scotland Compliance:</b>	N/A
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<b>Financial:</b>	Financial risks are identified in the register
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<b>Legal:</b>	Legal impacts of risks are identified in the register
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<b>Economic Impact:</b>	Economic impacts of risks are identified in the register
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<b>Sustainability:</b>	N/A
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<b>Sustainable Procurement and Article 19:</b>	N/A
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<b>Risk Implications:</b>	All risk implications are detailed in the register
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<b>Implications for Glasgow City Council:</b>	All risk implications are detailed in the register
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<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	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 2024/25.

### 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, with a further desktop review by officers in February 2021 not recommending any changes to the policy.
- 3.2. The IJB's Risk Management Policy and Strategy should be subject to a full review every 3 years in line with the lifecycle of the IJB's Strategic Plan. The full review of the Policy has been subject to delay and was scheduled to commence at an IJB Development Session earlier in 2025, however this was deferred and will be brought to a development session later in 2025.
- 3.3. The current policy is available on the [HSCP website](#).

### 4. Risk Management Activity

- 4.1. There are 3 high-level risk registers currently maintained within the Partnership.
- 4.2. 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.
- 4.3. The Social Care Risk Register contains significant 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.
- 4.4. 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.
- 4.5. Risks on all 3 of these risk registers were reviewed by the Risk Owners and Responsible Managers at the end of each financial quarter in 2024/25, and the outcome of those reviews, including changes to individual risks, reported to the Senior Management Team and the IJB's Finance, Audit & Scrutiny Committee.

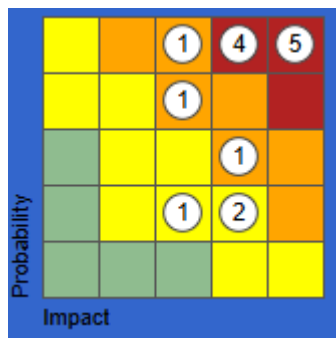
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### 5. Integration Joint Board Risk Register

- 5.1. The most significant risks on the IJB Risk Register during 2024/25 continued to be related to financial position and sustainability:
- Delivering the Strategic Plan within budget
  - Level of savings required annually
  - Impact of budget and spending review
  - Impact of prescribing expenditure
  - Level of IJB general reserves
  - Impact of employer National Insurance increase
  - Financial stability of purchased providers
  - Impact of inflationary pressures
- 5.2. In addition to financial risks, the IJB risk register also lists significant risks in relation to:
- Pressures in Homelessness services, including risk of breaching statutory duties and increased rough sleeping
  - Deliverability of the Primary Care Improvement Plan (PCIP)
- 5.3. Risks that were added to the register during 2024/25 included:
- Level of general IJB reserves
  - Impact of employer National Insurance increase on HSCP Services
  - Impact of employer National Insurance increase on Commissioned Services
- 5.4. Members of the IJB Finance, Audit and Scrutiny committee also requested that officers add a risk to the IJB Risk Register in 2024/25 in respect of the potential reputational risk relating to the implementation of the Safer Drug Consumption Facility which opened at the beginning of 2025. The Committee agreed to the revised wording of this risk at its meeting on 11 June 2025, and the updated risk description is included in the attached Appendix A.
- 5.5. Risks that arose from the National Care Service (Scotland) Bill, including impact on resources and impact on recruitment and retention of staff were closed during 2024/25. This was due to the removal of provisions to establish a National Care Service in the Bill, and specifically the proposals to transfer assets and staff from local authorities to a National Care Service. The Bill has now been renamed as the Care Reform (Scotland) Bill, and the Stage 3 debate and vote on this Bill will take place in the Scottish Parliament on Tuesday 10<sup>th</sup> June.
- 5.6. At the close of 2024/25, there were **15** 'live' risks on the IJB Risk Register, with **9** items having a risk level of 'Very High', **3** items with a risk level of 'High', **3** items having a level of 'Medium'.

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5.7. The IJB Risk Register as at the end of 2024/25 is attached as Appendix A.

## 6. Social Care Risk Register

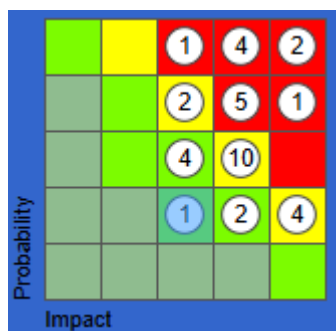
6.1. The highest risks on the Social Care Risk Register during 2024/25 continued to be:

- Impact of the National Abuse Inquiry
- Impact of implementation of Welfare Reforms
- Responding to winter pressures
- Staff absence levels
- Workforce planning and reduction and shortage of Mental Health Officers.

6.2. A significant risk that was added to the register during 2024/25 was in relation to the failure to respond to Subject Access Requests (SARs) within statutory timescales. This was the subject of a report to the Finance, Audit and Scrutiny Committee at its meeting on 11 June 2025.

6.3. The risk relating to negative media/publicity was assessed to have increased during 2024/25 due to the ongoing issues relating to the timescales for responding to Subject Access Requests, and potential public and media response to the IJB budget which was agreed at the Board's meeting on [19 March 2025](#).

6.4. At the end of 2024/25 there were **36** 'live' risks on this risk register, with **13** risks assessed as 'Very High', **16** risks assessed as 'High', and **7** risks assessed as 'Medium'.



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### 7. Health Risk Register

- 7.1. The highest risks on the Health Risk Register during 2024/25 were 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 2024/25 include:
- Risks associated with staff shortages in Sexual Health Services, Mental Health Multi-disciplinary teams and Prison Health Care Service
  - Risk that GP practices in Glasgow City lose access to their IT systems which could impact on the delivery of services.
  - Risk that a gap in leadership could result in breach of the scheme of delegation of the clinical governance framework for Psychological Therapies.
- 7.3. At the end of 2024/25 there were **57** 'live' risks on this risk register, with **23** risks having a current risk level of 'Very High, **16** risks with a risk level of High, and **18** 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.

Glasgow City Integration Joint Board - Risk Register (as at April 2025)

Ref	Title	Description	Risk Owner	Mitigation / Control	Residual Risk Assessment (Impact x Probability)	Residual Risk Score	Residual Risk Level	Notes
524	Level of savings required annually	<b>RISK:</b> Inability to deliver appropriate level of essential services due to required annual level of savings. <b>CAUSE:</b> Required level of savings in the Budget Service Plan annually. <b>EFFECT:</b> 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.	Margaret Hogg	<ul style="list-style-type: none"><li>Financial position monitored on ongoing basis by SMT, ITB, IJB Finance, Audit &amp; Scrutiny committee and full IJB</li><li>Transformation Programme for the HSCP in place, with a range of programmes identified to support delivery of Strategic Plan within allocated budgets</li><li>HSCP will engage with Partner Bodies in annual budget planning process identifying dependencies and risks associated with any proposals.</li><li>Medium Term financial forecasting also undertaken to enable requirements for savings to be assessed over the medium term and to inform planning assumptions.</li><li>Budget planning for 2025-26 has commenced.</li></ul>	5x5 Critical/ Almost Certain	25	Very High	February 2025 - Risk confirmed as accurate. Changed Risk Owner to Margaret Hogg as new Interim Chief Finance Officer.
2032	Impact of Budget & Spending Review	<b>RISK:</b> 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. <b>CAUSE:</b> 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). <b>EFFECT:</b> 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.	Margaret Hogg	<ul style="list-style-type: none"><li>Budget Plan for 2024/25 and the medium term financial plan and has been approved.</li><li>Continued engagement with the Scottish Government and Partner Bodies on financial planning assumptions and potential impact of funding availability</li><li>Integration Joint Board will continue to be updated through regular financial reporting</li><li>The HSCP has been in dialogue with GCC and NHSGG&amp;C and the conversations continue</li><li>Budget planning for 25-26 has commenced.</li></ul>	5x5 Critical/ Almost Certain	25	Very High	February 2025 - Risk confirmed as accurate. Changed Risk Owner to Margaret Hogg as new Interim Chief Finance Officer.
2241	Impact of expenditure of prescribing	<b>RISK:</b> 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. <b>CAUSE:</b> 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. <b>EFFECT:</b> 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.	Margaret Hogg	<ul style="list-style-type: none"><li>Use of IJB reserves and implementation of savings to cover the increased costs.</li><li>Implementation of prescribing efficiencies programme</li><li>Chief Finance Officers raising this with Scottish Government regarding the need for additional funding.</li><li>Implementation of Glasgow City HSCP Action Plan.</li><li>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.</li><li>Engaging with other service leads across health &amp; social care to identify potential prescribing efficiencies through their areas of practice.</li></ul>	5x5 Critical/ Almost Certain	25	Very High	March 2025 - Risk confirmed as accurate for Q4. Risk owner changed from Sharon Wearing to Margaret Hogg as new Interim Chief Finance Officer.
2311	Homelessness & Asylum pressures	<b>RISK:</b> 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. <b>CAUSE:</b> 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). <b>EFFECT:</b> 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.	Pat Togher	<ul style="list-style-type: none"><li>Report has been submitted to the Council's Emergency Committee on projected impact of accelerated asylum decisions</li><li>Data dashboards now in place to monitor and review the demand from homeless households, including specific dashboard on asylum pressures</li><li>Governance arrangements in HSCP and across Council and other partners</li><li>Lobbying of Scottish Government in relation to pausing or amending legislation which is causing significant pressure in Glasgow (Unsuitable accommodation, Unsuitable Accommodation Order)</li><li>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 also been arranged with 7 RSLs with a view to increasing the number of settled lets.</li><li>HSCP currently examining opportunities to develop Shared Accommodation Models to reduce reliance on bed and breakfast placements.</li><li>New Housing Options Explorer being developed to reduce demand on Homelessness Services and reduce the number of households who require temporary accommodation.</li><li>£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.</li></ul>	5x5 Critical/ Almost Certain	25	Very High	March 2025 - Risk scores accurate for Q4. Some additional information added to mitigation/control in relation to workstreams in place to reduce demand and increase capacity within the system.
2592	Impact of employer National Insurance increase on Commissioned Services	<b>RISK:</b> Providers pass on cost of increased NI contributions to the HSCP. <b>CAUSE:</b> No Government funding has been made available. Increase in employer NI contributions will cost £8m across Glasgow City for commissioned services. <b>EFFECT:</b> Reduced purchasing power for commission services which will reduce services being commissioned.	Margaret Hogg	<ul style="list-style-type: none"><li>Continue to monitor discussions between UK Government and Scottish Government</li><li>Continue to raise concerns with Scottish Government</li></ul>	5x5 Critical/ Almost Certain	25	Very High	February 2025 - New risk added in Q4.
512	Delivery of Strategic Plan within budget	<b>RISK:</b> The IJB is unable to budget within allocated resources. <b>CAUSE:</b> Cost of delivery is higher than budgeted resources made available. <b>EFFECT:</b> The IJB is unable to deliver on the Strategic Plan.	Margaret Hogg	<ul style="list-style-type: none"><li>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</li><li>Transformation Programme for the HSCP in place, with a range of programmes identified to support delivery of Strategic Plan within allocated budgets</li><li>Governance / reporting mechanisms for Transformation Programmes are in place</li><li>Financial position monitored on ongoing basis by SMT, IJB Finance, Audit &amp; Scrutiny Committee and full IJB</li><li>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</li><li>The 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.</li><li>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.</li><li>Budget for 2024-25 with savings plans approved. EQIA's undertaken to understand implications of savings plans.</li><li>Budget planning for 2025-26 has commenced.</li></ul>	4x5 Major/ Almost Certain	20	Very High	February 2025 - Risk confirmed as accurate. Changed Risk Owner to Margaret Hogg as new Interim Chief Finance Officer.



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934	Deliverability of Primary Care Improvement Plan (PCIP)	<b>RISK:</b> Failure to deliver transformation of Primary Care services as specified in the Primary Care Improvement Plan (PCIP). <b>CAUSE:</b> 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. <b>EFFECT:</b> 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.	Pat Togher	Measures necessary to remain within budget include and to mitigate the lack of qualified staff include: <ul style="list-style-type: none"><li>• Development of Financial Strategy for PCIP</li><li>• Temporarily stopping and/or phasing recruitment</li><li>• Withdrawing from (or reducing the length of) contracts with external providers</li><li>• Making local vacancy approval processes more efficient</li><li>• Developing alternative skill mix models and more efficient ways of delivering services</li><li>• Recruiting into trainee posts and supporting less experienced staff to obtain necessary experience.</li><li>• Supporting GP capacity to engage with PCIP: NHS GGC Sustainability Plan and Escalation Framework established</li><li>• Continue work with wider system to identify how we can support sustainability of general practice.</li><li>• Quantifying impact to be measured through PCIP Evaluation</li></ul>	4x5 Major/ Almost Certain	20	Very High	March 2025 - Risk confirmed as accurate for Q4. Risk owner changed from Jackie Kerr to Pat Togher as new Chief Officer.
2240	Breach of statutory homelessness duties and increased rough sleeping	<b>RISK:</b> Limiting the availability of emergency accommodation could result in a breach of statutory duties and increase number of rough sleepers in the city. <b>CAUSE:</b> 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. <b>EFFECT:</b> 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	<ul style="list-style-type: none"><li>• 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.</li><li>• Continued work with RSLs to increase the number of available lets, thus reducing dependency on B&amp;B and hotel accommodation</li><li>• 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%)</li><li>• Work ongoing with housing associations to increase the number of temporary furnished flats to reduce reliance on bed and breakfast</li><li>• Continued engagement with Scottish and UK Governments on funding constraints</li><li>• Continued engagement with third sector partners operating in city centre has mobilised support arrangements</li><li>• 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.</li><li>• 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.</li><li>• 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.</li><li>• Weekly update reports from Simon Community will also determine rough sleeping trends ensuring oversight of any impact re homelessness savings plans.</li><li>• 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.</li><li>• There is a weekly monitoring report /meeting with Simon Community to review any change in rough sleeping trends.</li><li>• 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.</li><li>• 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.</li><li>• 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.</li><li>• 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.</li><li>• Weekly update reports from Simon Community will also determine rough sleeping trends ensuring oversight of any impact re homelessness savings plans.</li><li>• 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.</li></ul>	4x5 Major/ Almost Certain	20	Very High	March 2025 - Risk confirmed as accurate for Q4.
2500	Level of IJB General Reserves	<b>RISK:</b> 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. <b>CAUSE:</b> 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. <b>EFFECT:</b> 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.	Margaret Hogg	<ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• 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.</li><li>• 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.</li><li>• The outturn for 2024-25 forecasts an overspend of £17.5m. 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. This is on track for delivery and if secured will support an increase in general reserves.</li></ul>	4x5 Major/ Almost Certain	20	Very High	February 2025 - Risk scores accurate and addition made to last bullet in Mitigation/Control referencing action plan on track for delivery and if secured will support an increase in general reserves. Changed Risk Owner to Margaret Hogg as new Interim Chief Finance Officer.
2591	Impact of employer National Insurance increase on HSCP Services	<b>RISK:</b> Health funding for increased employer National Insurance contributions is less than the 100% assumed from Scottish Government. <b>CAUSE:</b> Local Government bodies have only received 60% funding for Council services. <b>EFFECT:</b> 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.	Margaret Hogg	<ul style="list-style-type: none"><li>• Council shortfall built into 2025/26 and 2026/27 budget planning</li><li>• Chief Finance Officer continues to updated on Scottish Government funding plans for 2025/26.</li></ul>	3x5 Moderate/ Almost Certain	15	High	February 2025 - New risk created in Q4.
518	Purchased Providers financial stability	<b>RISK:</b> Financial challenges faced by some provider organisations could destabilise them, render them financially unviable and result in them exiting the market <b>CAUSE:</b> 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. <b>EFFECT:</b> 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.	Margaret Hogg	<ul style="list-style-type: none"><li>• We are working closely with provider organisations to monitor impact and ensure continuity of services for our service users.</li><li>• We continue to ensure timeous regular payment to provider organisations - all increases in respect of SLW are passed on timeously.</li><li>• All increases are made on condition of payment of the SLW to frontline staff.</li></ul>	4x3 Major/ Possible	12	High	March 2025 - Risk confirmed as accurate for Q4.
2033	Impact of inflationary pressures	<b>RISK:</b> There is a risk that rising inflation will have detrimental impact on the financial position. <b>CAUSE:</b> Inflation at 2.5% (December 2025), 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). <b>EFFECT:</b> Detrimental impact on financial position.	Margaret Hogg	<ul style="list-style-type: none"><li>• Ongoing monitoring of financial impact of inflation of service costs</li><li>• Financial impact being considered as part of financial planning assumptions for 2025-26</li><li>• Continue to monitor</li></ul>	3x4 Moderate/ Likely	12	High	February 2025 - Risk scores accurate and updated inflation from 3.5% (November 2024) to to 2.5% (December 2025). Changed Risk Owner to Margaret Hogg as new Interim Chief Finance Officer.



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2230	Failure to comply with statutory duties as a Category 1 responder	<b>RISK:</b> The IJB fails to comply with its statutory duties as a Category 1 responder under the Civil Contingencies Act 2004 (as amended in 2021). <b>CAUSE:</b> 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. <b>EFFECT:</b> 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.	Pat Togher	<ul style="list-style-type: none"><li>• The IJB has delegated its Category 1 responder duties to the Chief Officer</li><li>• 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</li><li>• Ongoing engagement with local and regional resilience partnership arrangements (Glasgow &amp; East Dunbartonshire LRP and West of Scotland RRP), including the regional Care for People group, where risks of emergencies occurring are regularly assessed</li><li>• The IJB/HSCP participates, alongside other Cat 1 &amp; 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.</li><li>• 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</li><li>• The HSCP has an established Business Continuity Forum, with leads identified in each service, to ensure business continuity plans are regularly reviewed and updated</li><li>• 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</li></ul>	4x2 Major/ Unlikely	8	Medium	February 2025 - Risk confirmed as accurate for Q4. Risk owner changed from Jackie Kerr to Pat Togher as new Chief Officer.
2535	Safer Drug Consumption Facility	<b>RISK:</b> 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. <b>CAUSE:</b> 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. <b>EFFECT:</b> 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.	Pat Togher	<ul style="list-style-type: none"><li>• The implementation board will move to a service oversight board, with a role in monitoring delivery and impact of the service.</li><li>• 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.</li><li>• 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.</li><li>• 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.</li><li>• 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.</li><li>• 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.</li></ul>	4x2 Major/ Unlikely	8	Medium	March 2025 - Change to Risk description agreed at FASC on 11th June 2025
519	IJB Business Continuity	<b>RISK:</b> IJB unable to fulfil its functions due to a failure of or disruption to property, people and/or infrastructure. <b>CAUSE:</b> Expected or unexpected events such as industrial action, pandemic flu, civil emergency etc. <b>EFFECT:</b> 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.	Margaret Hogg	<ul style="list-style-type: none"><li>• The NHS GGC and Glasgow City Council Business Continuity Planning frameworks are in place for services delivered by the HSCP, including support services</li><li>• 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.</li><li>• Business continuity for the IJB is incorporated into the business continuity plan for Business Development</li><li>• Annual assurance statement to the IJB on business continuity arrangements within the HSCP is presented to the Finance, Audit and Scrutiny Committee</li><li>• 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</li></ul>	3x2 Moderate/ Unlikely	6	Medium	February 2025 - Risk confirmed as accurate for Q4. Risk owner changed from Sharon Wearing to Margaret Hogg as new Interim Chief Finance Officer.