Item No: 16

Meeting Date: **Wednesday 24th June 2026**

Glasgow City Integration Joint Board

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

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

Phone: **0141 287 6724**

Annual Risk Management Review 2025-26

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 2025-26.
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 Integration Joint Board Risk Register (as at end of 2025-26) at Appendix 1.

Relevance to Integration Joint Board Strategic Plan:

The activity outlined in this report supports delivery of the IJB Strategic Plan through governance, assurance and risk oversight arrangements across the Partnership. In particular, it supports effective strategic decision-making and oversight of risks that impact delivery of the IJB's priorities.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome(s):	The report primarily relates to governance and assurance arrangements. Indirectly, effective risk management supports delivery of all National Health and Wellbeing Outcomes, particularly: Outcome 9 – Resources are used effectively and efficiently in the provision of health and social care services.
Personnel:	There are no direct personnel implications arising from this report.
Carers:	There are no direct implications for carers arising from this report.
Provider Organisations:	There are no direct implications for provider organisations arising from this report.
Equalities:	This report relates to governance and risk management arrangements. It does not propose changes to services or access to services and therefore has no direct equalities implications.
Fairer Scotland Compliance:	This report relates to governance arrangements rather than a specific service change or investment decision. There are no direct Fairer Scotland Duty implications.
Financial:	There are no direct financial implications arising from this report.
Legal:	There is no direct economic impact arising from this report.
Economic Impact:	There is no direct economic impact arising from this report.
Sustainability:	Effective risk management supports the long-term sustainability of health and social care services by strengthening governance, planning and resilience. There are no specific sustainability implications arising from this report.

Sustainable Procurement and Article 19:	There are no procurement implications arising from this report.

Risk Implications:	This report does not introduce new risks.

Implications for Glasgow City Council:	There are no specific implications for Glasgow City Council arising from this report.

Implications for NHS Greater Glasgow & Clyde:	There are no specific implications for NHS Greater Glasgow & Clyde arising from this report.

Direction Required to Council, Health Board or Both	
Direction to:	
1. No Direction Required	☒
2. Glasgow City Council	☐
3. NHS Greater Glasgow & Clyde	☐
4. Glasgow City Council and NHS Greater Glasgow & Clyde	☐

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 2025-26 (1st April 2025 to 31st March 2026).

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. IJB 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. The current policy is available on the HSCP website.

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 had been subject to delay and was due to begin in 2025.

3.3. At its meeting on 10 September 2025, the IJB Finance, Audit and Scrutiny Committee approved a proposal from officers to establish a Short Life Working Group to carry out an in-depth review and update of the IJB's Risk Management Policy and Strategy and develop a risk appetite statement for the IJB in line with best practice.

3.4. To date the SLWG has focussed on a number of targeted but important changes, including:

- Clear separation of Policy and Strategy
- Updated risk categories, with greater emphasis on system and integration risk
- More explicit articulation of risk appetite
- Clearer escalation and movement between registers
- Strengthened assurance and scrutiny arrangements
- Alignment with updated good practice, specifically the UK Treasure Orange Book (2023)

3.5. Wider consultation with the IJB on the proposed revisions to the Policy and Strategy, including a IJB risk appetite statement, is scheduled for the IJB Development Session on 2nd September 2026, with the updated Policy and Strategy to be considered for approval by the IJB at its meeting on 23rd September.

4. Risk Management Activity

4.1. There are 3 high-level risk registers currently maintained within the Partnership.

4.2. The IJB Risk Register contains strategic risks that represent the potential for the IJB to achieve, or fail to meet, its desired outcomes and objectives as set out within the Strategic Plan. Typically, these risks require strategic leadership in the development of activities and application of controls to manage the risk.

4.3. The Social Care Risk Register contains operational risks related to functions delegated by Glasgow City Council to the IJB 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 three of these risk registers were reviewed by the Risk Owners and Responsible Managers at the end of each financial quarter throughout 2025-26, and the outcome of those reviews, including changes to individual risks, were reported to the Senior Management Team and the IJB's Finance, Audit & Scrutiny Committee.

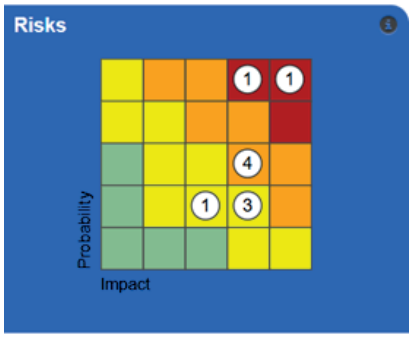
5. Integration Joint Board Risk Register

5.1. Throughout 2025-26, the IJB maintained an active and regularly reviewed risk register, with quarterly updates reported to the IJB Finance, Audit and Scrutiny Committee in line with the IJB Risk Management Policy and Strategy.

5.2. Across the year, the register reduced in size from 15 live risks at the end of Quarter 1 to 10 live risks at the end of Quarter 4. This reduction was as a result of consolidation, closure of one-off risks and improved articulation of

underlying strategic issues rather than a reduction in overall risk exposure. At the end of 2025-26:

- 10 strategic risks remained live
- 2 risks were assessed as Very High
- 4 risks were assessed as High
- 4 risks were assessed as Medium



5.3. The overall risk profile remained aligned to the IJB's strategic priorities and reflected the significant financial, demand and system pressures facing health and social care services.

5.4. Financial Sustainability was the most persistent and material risk theme throughout the year. Early in the year this was represented across multiple individual risks relating to savings delivery, inflation, level of reserves, national funding settlements and prescribing pressures.

5.5. Following an in-depth review by the Depute Chief Officer (Finance & Resources) during Quarter 3 these over-lapping risks were consolidated into a single comprehensive risk articulated as "the financial sustainability of the IJB and its ability to maintain financial balance in the medium to long term".

5.6. The consolidation aimed to improve clarity on the potential drivers of this risk, strengthen assurance and align the risk more clearly with financial governance, budget setting and the STEP Forward Programme.

5.7. Alongside financial sustainability, Homelessness related risks remained amongst the highest-rated risks on the register throughout the year, reflecting sustained demand pressures, national policy drivers, funding shortfalls and capacity constraints. Two closely related strategic risks were maintained:

- Homelessness and Asylum pressures
- Breach of statutory homelessness duties and increased rough sleeping

5.8. Both risks remained assessed as Very High or High at year-end, with mitigations focussed on:

- Housing acquisition programmes
- System-wide governance arrangements
- Enhanced data dashboards
- Targeted engagement with third sector and statutory partners

5.9. These risks were consistently highlighted to members as structural and system-wide rather than risks that could be resolved through short-term mitigation alone.

5.10. The other most significant risk themes on the IJB risk register during the year were:

- Financial stability of commissioned and Third Sector providers
- Deliverability of major transformation programmes, particularly the Primary Care Improvement Plan (PCIP)

5.11. There were two new strategic risks added to the IJB risk register during 2025-26:

- Financial Sustainability of the IJB: Created in Quarter 3 through consolidation of several existing finance-related risks (see above).
- High Staff Absence Levels: Transferred from the Social Work/Social Care operation risk register in Quarter 4 due to its cross-system impact and potential implications for delivery of statutory services.

5.12. Only one strategic risk was closed during the year, reflecting the ongoing volatility of the operating environment:

- Impact of National Insurance increases on Commissioned Services: Closed in Quarter 4 due to its one-off nature for 2025-26. Ongoing issues and concerns are included within the existing provider sustainability risk elsewhere on the register.

5.13. There were no increases in risk scores on the IJB risk register at any point during the year, however several risks saw reduced residual scores (i.e. the level of risk remaining following mitigations being in place) reflecting improved controls or more accurate assessment rather than removal of underlying pressures. These included:

- Prescribing expenditure, where improved projections and an underspend led to successive reductions in residual likelihood of the risk materialising
- Primary Care Improvement Plan (PCIP) deliverability, likelihood reduced following reassessment of funding assumptions
- Staff absences, where mitigations led to a reduction in likelihood during Quarter 4.

5.14. The IJB Risk Register as it stood at the end of 2025-26 is attached as Appendix 1.

6. Operational Risks

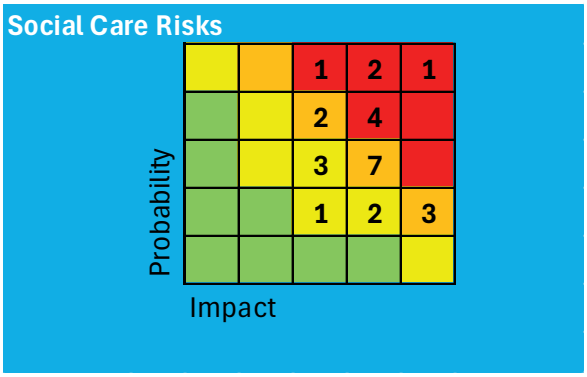
6.1. Quarterly reports to the IJB Finance, Audit and Scrutiny Committee during 2025-26 also provided high-level summaries of operational risks within the Partnership which are maintained separately in line with Council and NHS

GGC risk frameworks. Operational risk registers are subject to required quarterly reporting and scrutiny by the Senior Management Team.

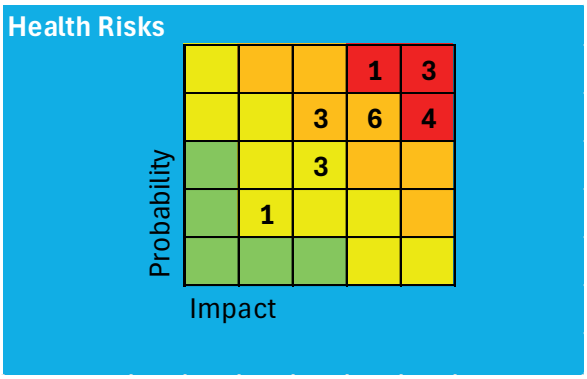
6.2. During 2025-26:

- Resource pressures and demand were the predominant drivers of operational risk across both health and social care
- Homelessness services continued to represent some of the highest operational risks
- Workforce pressures and recruitment challenges remained significant, particularly within Health services
- No operational risks required escalation to the IJB risk register, although staff absence was transferred strategically towards the end of the year.

6.3. At the end of 2025-26 there were **26** 'live' risks on the Social Care risk register, with **8** risks assessed as 'Very High', **12** risks assessed as 'High', and **6** risks assessed as 'Medium'.



6.4. At the end of 2025-26 there were **21** 'live' risks on the Health risk register, with **8** risks having a current risk level of 'Very High, **9** risks with a risk level of High, and **4** with a risk level of Moderate.



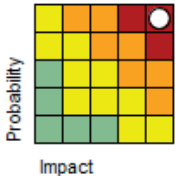
7. Recommendations

7.1. The Integration Joint Board is asked to:

a) Note the content of this report; and
b) Note the Integration Joint Board Risk Register (as at end of 2025-26) at Appendix 1.

Glasgow City IJB Risk Register as at 31 March 2026

Ref	IJB	2311	Title	HOMELESSNESS & ASYLUM PRESSURES
Description	**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 25/26 and projected overspend in 26/27, 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, community cohesion and 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			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Pat Togher	Jim McBride; Lynsey Smith	5x5 Critical/ Almost Certain	**25**		–	16-Mar-2026	01-Jul-2026

Mitigation / Control
• Data dashboards now in place to monitor and review the demand from homeless households, including specific dashboard on asylum pressures • New Housing Options Explorer to reduce demand on Homelessness Services and reduce the number of households who require temporary accommodation launched on 7th Aug 25. • £11.4m Acquisition Programme for 25/26 will continue to be focused on reducing reliance on bed and breakfast accommodation. Additional £12m also offered for 25/26 • Report has been submitted to the Council's Emergency Committee on projected impact of accelerated asylum decisions • Governance arrangements in HSCP and across Council and other partners

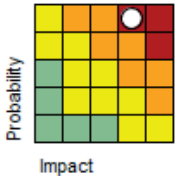
Risk Treatment Approach	Treat	Risk Categories - Primary Category	Strategic

Related Objective
• People at risk of homelessness will be supported into suitable accommodation with appropriate supports to sustain that accommodation provision. • Ensure the HSCP and its partners can 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 living in Glasgow

Notes

Q4 March 2026: Risk score remains accurate; updates made to risk description and mitigations where dates/financial years are referenced; risk actions updated to link to existing actions.	16 Mar 2026	Lesley Anne O'Hare

Ref	IJB	2240	Title	BREACH OF STATUTORY HOMELESSNESS DUTIES AND INCREASED ROUGH SLEEPING
Description	**RISK:** Limiting the availability of emergency accommodation has resulted in a breach of statutory duties and could 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 or threat of judicial review, increased legal costs/resource, increase in rough sleeping and reputational damage on HSCP/Council			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Lynsey Smith	Jim McBride; Lynsey Smith	4x5 Major/ Almost Certain	**20**		–	16-Mar-2026	01-Jul-2026

Mitigation / Control
• 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. • 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, Health & Social Care Connect, 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.

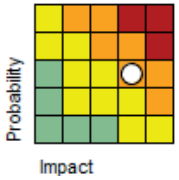
Risk Treatment Approach	Treat	Risk Categories - Primary Category	Legislative / Regulatory / Governance

Related Objective
• People at risk of homelessness will be supported into suitable accommodation with appropriate supports to sustain that accommodation provision. • Ensure the HSCP and its partners can 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 living in Glasgow

Notes

Q4 March 2026: Risk score remains accurate; risk owner updated to ACO for Operations & Governance; risk description updated to reflect that statutory duties are not being met and increased rough sleeping could happen; risk effect updated to add 'threat of judicial review'; mitigations updated to include HSCC; ongoing actions updated to link to existing actions.	16 Mar 2026	Lesley Anne O'Hare

Ref	IJB	0518	Title	FINANCIAL SUSTAINABILITY OF COMMISSIONED PROVIDERS
Description	**RISK:** Financial sustainability of commissioned and third sector providers. **CAUSE**: Cumulative effect of the level of savings required in recent years; inflationary pressures (pay and non-pay); insufficient central government funding for SLW; demographic and demand changes. **EFFECT:** Commissioned services seek additional financial support from IJB. Commissioned services fail or require to be significantly reduced, restructured or re-tendered. Financial impact on IJB in year position and reserves.			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Rachel MacKay	4x3 Major/ Possible	**12**			02-Mar-2026	01-Jul-2026

Mitigation / Control

- Working closely with provider organisations to monitor impact and ensure continuity of services for our service users.
- Ensuring timeous regular payment to provider organisations - all increases in respect of SLW are passed on timeously.
- Contractor Risk Ratings Matrix
- Regular meetings with key providers regarding strategic provider related issues
- Twice yearly provider service return is a mandatory requirement and includes a question for providers to advise if they have any financial viability matters that require to be discussed.
- Ongoing engagement and close working relationship with sector representative bodies Scottish Care and CCPS (Coalition of Care and Support Providers in Scotland)
- Processes within Commissioning Services are robust and involve all necessary discussions and negotiations with ACO's and Finance.

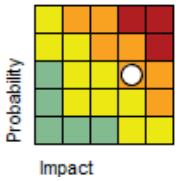
Risk Treatment Approach	Treat	Risk Categories - Primary Category	Strategic

Related Objective
Building a sustainable future

Notes

Q4 March 2026: following meeting with risk owner - new action re annual provider engagement event added and responsible officer updated to Head of Commissioning.	27 Mar 2026	Lesley Anne O'Hare

Ref	IJB	0934	Title	DELIVERABILITY OF PRIMARY CARE IMPROVEMENT PLAN (PCIP)
Description	**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.			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Pat Togher	Caroline Sinclair	4x3 Major/ Possible	**12**		–	11-Mar-2026	01-Jul-2026

Mitigation / Control

- Robust oversight group established to ensure spend is prioritised to areas of greatest need.
- Ensuring recruitment to PCIP posts is timely
- Supporting GP capacity to engage with PCIP: NHS GGC Sustainability Plan and Escalation Framework established

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

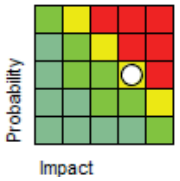
Related Objective

- Prevention, early intervention and well-being
- Supporting greater self-determination and informed choice
- Supporting people in their communities
- Strengthening communities to reduce harm

Notes

Q4 March 2026: Risk score confirmed as accurate; mitigations updated with relevant items added to actions.	11 Mar 2026	Lesley Anne O'Hare

Ref	IJB	2293	Title	HIGH STAFF ABSENCE LEVELS
Description	**RISK:** There is risk that sickness absence reaches levels that become unmanageable. **CAUSE:** Sickness levels continue at a high level and exceed NHS GCC and Council targets. Lack of effective monitoring, appropriate interventions, policy implementation and culture. Low update of vaccinations for COVID-19 and influenza by staff. **EFFECT:** HSCP may be unable to carry out statutory duties or to deliver high quality service due to staff shortage caused by sickness absence levels. This could result in challenges such as increased costs through reliance on support from Bank Staff and agencies, and impact on staff moral and workload.			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Geraldine Collier	4x3 Major/ Possible	**12**			10-Mar-2026	01-Jul-2026

Mitigation / Control

- Performance Review Groups established in each service area, and include HR membership, focusing on long term sickness and short-term episodes and is provided to individual level to ensure the correct supports are in place for all employees and provide assurance and scrutiny of absence management processes.
- Absence reporting to the Integrated Joint Board (IJB), SMT, Core Leadership Groups, TU Liaison and SPF on a quarterly basis.
- Mental health services have an OH fast track referral system in place.
- Health - Guidance re-issued and automated email sent to every manager when an employee is off with stress/ psychological advising them of process, support and policy with all associated links.
- SW managers offered the support of Daily HR Surgeries designed to offer advice and guidance at the earliest stage in an absence (Musculoskeletal/Psychological absences).
- SW guidance developed for HR attendance at absence meetings, allowing for meeting to be conducted over teams, reducing travel time/cost of HR support; number of DNA meetings; delays in meetings taking place and improved flexibility for employee/TU to attend.
- Quick reference guide to Attendance Management available for all managers.
- Attendance Management Training and Awareness Sessions provided.
- Employee mental health and wellbeing resources regularly promoted across the HSCP.
- HSCP and NHS Communications issued out to staff to encourage uptake of flu vaccine programme.

• Staff have access to vaccination centres across Glasgow City all with good public transport links/ wide range of appointment times.
• When appropriate (depending on advice from the JCVI and CMO), the annual spring and winter campaigns Care Home staff may be offered their vaccination as part of the Winter Care Home Vaccination Programme to increase opportunity and uptake.

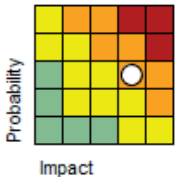
Risk Treatment Approach	Treat	**Risk Categories - Primary Category**	HR / People

Related Objective
A healthy valued and supported workforce: Support staff who are absent from work and are experiencing Long Covid and other health conditions.

Notes

Q4 March 2026: Responsible officer reduced the likelihood score from 4 - likely to 3 - possible noting that it was scored too highly and didn't accurately reflect the mitigations in place.	10 Mar 2026	Lesley Anne O'Hare

Ref	IJB	2736	Title	FINANCIAL SUSTAINABILITY OF THE IJB
Description	**Risk**: The IJB is unable to maintain financial stability and medium to long-term financial sustainability. **Cause**: Cumulative effect of the level of savings required in recent years; restricted or reduced funding from Scottish Government, GGCHB and GCC; increasing service demands; inflation pressures (pay and non-pay) exceeding funding uplifts; changes in government policy; changes to other external funding; ; insufficient unearmarked IJB reserves. **Effect**: The IJB is unable to set a balanced budget or is significantly overspent at the end of the financial year; is determined to be financial unsustainable, requiring emergency recovery planning and intervention; fails to deliver its priorities as set out in its Strategic Plan; unable to meet demand for services; closure or reduction of services; failing to deliver statutory duties leading to legal and financial impact; increased reliance on short-term financial measures such as in-year recovery planning that undermine medium to long-term financial planning and IJB reputation; no financial flexibility to deal with emergency or unforeseen events.			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Duncan Black	4x3 Major/ Possible	**12**			27-Mar-2026	01-Oct-2026

Mitigation / Control

- Medium term financial plan in place and updated annually alongside annual budget setting
- Financial position monitored on ongoing basis by SMT, ITB, IJB Finance, Audit & Scrutiny Committee and full IJB, underpinned by a strong system of internal financial control and governance
- Service Prioritisation strategic approach for the HSCP in place to deliver anticipated savings, with a range of programmes identified to support delivery of Strategic Plan within allocated budgets
- Service Prioritisation governance arrangements in place to oversee and monitor delivery of the programme
- HSCP engage with Partner Bodies in annual budget planning process identifying dependencies and risks associated with any proposals.
- Continued engagement with the Scottish Government and Partner Bodies on financial planning assumptions and potential impact of funding availability
- The Integration Scheme details the actions to be taken in the event of overspend or failing to achieve a balanced budget and the contingency arrangements should parent bodies be unable/unwilling to provide additional funding.

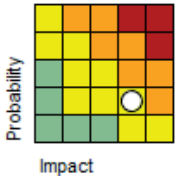
Risk Treatment Approach	Treat	Risk Categories - Primary Category	Financial

Related Objective
Building a sustainable future

Notes

Q4 March 2026: Probability score reduced to 3, possible due to the 2026-27 financial budget being approved by the IJB. Budget setting and financial reporting actions complete for 2026 and new action re rebuilding reserves added.	27 Mar 2026	Lesley Anne O'Hare
January 2026: New risk added which consolidates previous IJB risks: 0524, 2032, 0512, 2500, 2591, 2033 and HSCP risk 0551. Previous risks now closed.	26 Jan 2026	Lesley Anne O'Hare

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

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**		–	05-Mar-2026	01-Jul-2026

Mitigation / Control
• 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 IJB/HSCP attends Glasgow & East Dunbartonshire Local Resilience Partnership, West of Scotland Regional Resilience Partnership (Care for People Group) and is a member of the city's Contingency Planning Group along with other Cat 1s, carrying out risk assessments, contingency plan reviews and exercising of critical city infrastructure. • 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

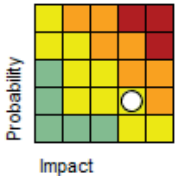
Risk Treatment Approach	Treat	Risk Categories - Primary Category	Legislative / Regulatory / Governance

Related Objective
Comply with statutory duties as a Category 1 responder as set out in the Civil Contingencies Act 2004

Notes

Q4 March 2026: Risk score remains accurate. Risk treatment remaining as 'Treat' due to it's links with risk 519: IJB Business Continuity and the ongoing actions related to BCP plans.	05 Mar 2026	Lesley Anne O'Hare

Ref	IJB	2241	Title	PRESCRIBING EXPENDITURE
Description	**RISK:** There are significant fluctuations in prescribing expenditure **CAUSE:** Current global depressed prices are not sustained, instability in global geopolitics impacting on pharmaceutical supply, trade and prices, failure to meet local prescribing savings in terms of volumes and compliance with preferred lists. **EFFECT:** Significant budget pressures emerge during financial year impacting on delivery of IJB delegated services within budget, adverse impact on the IJB's outturn position adversely impacting available IJB unearmarked reserves, requirement for a recovery plan affecting other service areas which may impact on performance and delivery of strategic priorities.			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Caroline Sinclair	4x2 Major/ Unlikely	**8**			11-Mar-2026	01-Jul-2026

Mitigation / Control
• Use of IJB reserves and implementation of savings to cover the increased costs. • Implementation of prescribing efficiencies programme • 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.

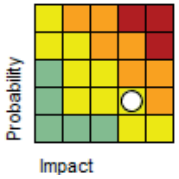
Risk Treatment Approach	Treat	Risk Categories - Primary Category	Financial

Related Objective
Building a sustainable future

Notes

Q4 March 2026: Responsible officer reduced the likelihood score to 2-unlikely due to the current underspend.	11 Mar 2026	Lesley Anne O'Hare

Ref	IJB	2535	Title	SAFER DRUG CONSUMPTION FACILITY
Description	**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'. **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. **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.			

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Pat Togher	Karen Lockhart	4x2 Major/ Unlikely	**8**		–	12-Mar-2026	01-Jul-2026

Mitigation / Control

- 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.
- A community engagement forum meets monthly to discuss and respond to emerging issues for the local residents and businesses.
- The ADP facilitate a service user forum for people who use the Thistle, and reference groups for people with lived and living experience of alcohol and drug use, to gather feedback on the 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.
- An internal review is being planned, supported by Public Health, to ensure that reporting on outcomes is reported to Scottish Government in line with the financial allocation.

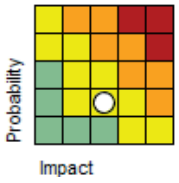
Risk Treatment Approach	Tolerate	Risk Categories - Primary Category	Reputational

Related Objective
• Prevention, early intervention and well being • Supporting people in their communities • Strengthening communities to reduce harm

Notes

Q4 March 26: Responsible Officer confirmed risk as accurate for Q4.	12 Mar 2026	Lesley Anne O'Hare

Ref	IJB	0519	Title	IJB BUSINESS CONTINUITY
Description	**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.			

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**		–	05-Mar-2026	01-Jul-2026

Mitigation / Control
• 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 currently 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

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Strategic

Related Objective
Building a sustainable future

Notes

Q4 March 26: Risk score remains accurate; work re actions continues.	05 Mar 2026	Lesley Anne O'Hare