



Item No. 16

Meeting Date Wednesday 14th June 2023

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

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Risk Management Quarterly Update (Q4 2022/23)

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 4 (Q4) (1 January 2023 to 31 March 2023) and is asking the Committee to note the report and the risks on the register covering Quarter 4.

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

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	Not Applicable <input checked="" type="checkbox"/>
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Recommendations:	The IJB Finance, Audit and Scrutiny Committee is asked to: a) note this report; and b) note the risks on the IJB Risk Register at the end of Quarter 4 2022-23.
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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 provide an update to 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 April 2023 in respect of changes to risk in Quarter 4 (Q4) (1 January 2023 to 31 March 2023) and is asking the Committee to note the report and the risks on the register covering Quarter 4.

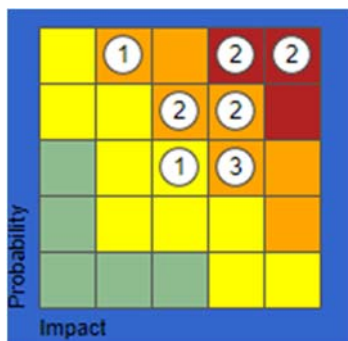
2. Integration Joint Board Risk Register

- 2.1. The Integration Joint Board Risk Register is maintained and reported in line with the Glasgow City IJB Risk Management Policy.
- 2.2. The IJB Risk Register contains strategic risks that represent the potential for the IJB to achieve or fail to meet its desired outcomes and objectives as set out within the Strategic Plan, and typically these risks require strategic leadership in the development of activities and application of controls to manage the risk.
- 2.3. There were no new risks added or removed from the risk register in Q4.
- 2.4. There were 2 risks on the register where the residual score has increased:
 - *Ref 0934: Deliverability of Primary Care Improvement Plan (PCIP)*. Residual probability score has increased from 4 (Likely) to 5 (Almost Certain). The Risk Owner advised that there is insufficient funding to fully deliver the Memorandum of Understanding 2 (MoU2) and that there is no uplift to fund the NHS pay rise in 2022/23 or 2023/24.
 - *Ref 0524: Level of savings required (2023/24)*. Residual impact score has increased from 4 (Major) to 5 (Critical). The Risk Owner advised that due to not receiving funding from GCC in respect of the pay award, this has resulted in an increased shortfall in the current financial year.
- 2.5. There was 1 risk on the register where the residual impact score decreased:
 - *Ref 2035: Medium to long term financial implications of ongoing COVID costs*. Residual impact score has decreased from 4 (Major) to 3 (Moderate). The Risk Owner advised that there is likely still some related costs going into 2023/24 but are minor.

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- 2.6. At the conclusion of the April 2023 review there were **13** live risks on the register, with **4** risks having a current risk level of 'Very High', **8** risks with a risk level of 'High' and **1** risk with a risk level of 'Medium'. The risk profile is shown below:



- 2.7. All risks on the IJB Risk Register at the end of Q4 are shown in Appendix A.
- 2.8. The next quarterly review of the IJB Risk Register is scheduled to be carried out in July 2023.

3. Key Operational Risks (Q4)

- 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, if necessary, escalated to the Health Board or the Council's corporate risk registers. Where an operational risk has the potential to become a strategic risk to the IJB it can be escalated to the IJB Risk Register.
- 3.3. The Health and Social Care Risk Registers are also reviewed on a quarterly basis. As previously reported to this Committee staff shortages and increased demand in some services continued to be the most prevalent causes of operational risks across the Partnership in Q4.
- 3.4. The operational risks arising from medium to long term financial implications of ongoing COVID costs decreased, however there are still some related minor costs going into 2023/24.
- 3.5. There were 2 risks added to the Social Care Risk Register in Q4. These were in relation to uncertainty of the impact of Equal Pay settlements on staffing levels in Operational Care services, and a risk related to ongoing work to replace an IT software package for the EquipU service.
- 3.6. A detailed review of Health operational risks across the Partnership was carried out in April 2023, resulting in 40 out of date or duplicate risks being closed. There were 2 risks added to the Health Risk Register, both in

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respect of Inpatient services, relating to changes to procurement processes and administrative staffing levels.

- 3.7. At the end of Q4 there were **43** 'live' risks on the Social Care Risk Register, with **23** risks having a current risk level of 'Very High, **14** risks with a risk level of High, **5** with a risk level of Medium and **1** risk with a risk level of 'Low'.
- 3.8. At the end of Q4 there were **77** 'live' risks on the Health Risk Register, with **30** risks having a current risk level of 'Very High, **28** risks with a risk level of High, **17** with a risk level of Moderate and **2** risks with a risk level of 'Low'.
- 3.9. The next quarterly review of the Social Care and Health Risk Registers is scheduled to be carried out in July 2023.

4. Recommendations

- 4.1. The IJB Finance, Audit and Scrutiny Committee is asked to:
 - a) note this report; and
 - b) note the risks on the IJB Risk Register at the end of Quarter 4 2022-23.

Glasgow City Integration Joint Board - Risk Register (as at April 2023)

Ref	Title	Description	Risk Owner	Responsible Owner	Mitigation / Control	Residual Risk Assessment (Impact x Probability)	Residual Risk Score	Residual Risk Level	Notes
524	Level of savings required in 2019/20 and beyond	<p>RISK: Inability to deliver appropriate level of essential services due to required level of savings</p> <p>CAUSE: Required level of savings in the Budget Service Plan in 2019/20 and beyond</p> <p>EFFECT: Unable to meet demand for services, failing to ensure safety and prevent harm to service user, failing to meet statutory requirements, failing to deliver part or all of the Strategic Plan</p>	Sharon Wearing	Margaret Hogg	<ul style="list-style-type: none"> Financial position monitored on ongoing basis by SMT, ITB, IJB Finance and Audit 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 actively engage with Partner Bodies in budget planning process for 2019-20 and beyond identifying dependencies and risks associated with any proposals. Impact of responding to COVID-19 on plans for savings and delivery of transformation programmes will continue to be monitored. Medium Term financial forecasting also undertaken to enable requirements for savings to be assessed over the medium term and to inform planning assumptions. A financial tracker on covid-19 related expenditure (as part of the Local Mobilisation Plan) is updated on a 4 weekly basis, and submitted to the Scottish Government every 4 weeks. 	5x5 Critical/ Almost Certain	25	Very High	April 2023: Risk confirmed as accurate.
2032	Impact of Budget & Spending Review	<p>RISK: The Scottish Government's Budget & Spending Review (23/24 to 26/27) will significantly impact on the HSCP's financial position and delivery of services/strategic priorities</p> <p>CAUSE: Scottish Govt budget set prior to increased inflation projection, Health and social care spend proposed to rise by 2.75% per annum, which will need to cover inflation pressures including pay uplifts, impact of COVID recovery, existing policy commitments; anticipated increased savings targets required to deliver balanced budget (high level estimate of 5% per annum equivalent to £32m per annum)</p> <p>EFFECT: Expenditure will need to be reduced to meet all commitments; re-prioritising business cases for capital projects in development; impact on service delivery, staffing levels, financial position. Potential impact on delivery of strategic</p>	Sharon Wearing	Margaret Hogg	<ul style="list-style-type: none"> Executive team commenced developing a high level financial forecast to determine the scale of the challenge. Options available as part of the response will be developed and reported via Integration Transformation Board Continued engagement with the Scottish Government and Partner Bodies on financial planning assumptions and potential impact of funding availability Proposals subject to future reporting to the Integration Joint Board The HSCP has been in dialogue with GCC and the conversations continue The impact of the funding gap will be reported to the March 2023 IJB meeting 	5x5 Critical/ Almost Certain	25	Very High	April 2023: Risk confirmed as accurate.

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Glasgow City Integration Joint Board - Risk Register (as at April 2023)

Ref	Title	Description	Risk Owner	Responsible Owner	Mitigation / Control	Residual Risk Assessment (Impact x Probability)	Residual Risk Score	Residual Risk Level	Notes
934	Deliverability of Primary Care Improvement Plan (PCIP)	<p>RISK: Failure to deliver transformation of Primary Care services as specified in the Primary Care Improvement Plan (PCIP)</p> <p>CAUSE: Insufficient funding, affordability, shortage of resources (qualified staff, suitable accommodation), lack of appropriate digital solution to support plan, unable to maintain sustainability, unable to quantify evidence of impact, lack of capacity of general practice to engage with PCIP because of problems with staffing and high levels of demand.</p> <p>EFFECT: Impact on the delivery of the IJB's Strategic Plan and priorities resulting in negative impact on service users and patients and possible reputational or financial impact to the IJB.</p>	Susanne Millar	Gary Dover	<p>Measures necessary to remain within budget include and to mitigate the lack of qualified staff include:</p> <ul style="list-style-type: none"> 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 	4x5 Major/ Almost Certain	20	Very High	<p>April 2023: Risk score increased from 16 (Major/Likely) to 20 (Major/Almost Certain). Responsible officer requested for update to Risk CAUSE description to reflect that insufficient funding to fully deliver Memorandum of Understanding 2 (MoU2) and no uplift to fund NHS pay rise in 22/23 or 23/24. Some mitigation controls have been updated.</p>
2136	2022/23 Local Government pay award	<p>RISK: Further gap in 22/23 budget due to lack of funding for additional costs associated with the 22/23 local government pay settlement</p> <p>CAUSE: The pay settlement agreed by Scottish Government was higher than the original planning assumptions for the 22/23 budget and the HSCP's share of the Scottish Government funding to local authorities for the 22/23 pay settlement (£9.9m) is not passed on by Glasgow City Council.</p> <p>EFFECT: The funding gap would increase the shortfall in the current financial year (22/23), which could require the IJB to consider a higher level of savings than would otherwise be the case. Furthermore, if the funding allocation is not passed on as a recurring cost this could result in activities and services being unable to be delivered as planned in 23/24 and beyond, which could undermine the HSCP's ability to carry out statutory duties, lead to service user harm and impact on the IJB's ability to achieve one or more of its strategic objectives as set out in the Strategic Plan.</p>	Sharon Wearing	Margaret Hogg	<ul style="list-style-type: none"> The Chief Finance Officer has written to the Council's Executive Finance Director setting out the HSCP position and implications The Chief Officer and Chief Finance Officer have continued dialogue with Glasgow City Council's Chief Executive, setting out risk and potential impact of any decision to withhold allocated funding from Scottish Government for the 2022/23 pay settlement. The impact for the 22/23 out-turn and the 23/24 budget will be reported to the IJB in March 2023. 	4x5 Major/ Almost Certain	20	Very High	<p>April 2023: Risk score has increased from 16 (Major/Likely) to 20 (Major/Almost Certain). Risk owner informed that due to not receiving money from GCC this has resulted in increased shortfall in the current financial year. This also resulted in the IJB being asked to consider high level savings.</p>

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Glasgow City Integration Joint Board - Risk Register (as at April 2023)

Ref	Title	Description	Risk Owner	Responsible Owner	Mitigation / Control	Residual Risk Assessment (Impact x Probability)	Residual Risk Score	Residual Risk Level	Notes
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	<ul style="list-style-type: none"> The Integration Scheme details the actions to be taken in the event of this and furthermore the contingency arrangements should parent bodies be unable/unwilling to provide additional funding Transformation Programme for the HSCP in place, with a range of programmes identified to support delivery of Strategic Plan within allocated budgets Governance / reporting mechanisms for Transformation Programmes are in place Financial position monitored on ongoing basis by SMT, IJB Finance, Audit & Scrutiny Committee and full IJB A Medium-Term Financial Outlook is also completed which assesses the financial resources required to deliver the strategic plan whilst delivering financial balance for the IJB The impact of responding to COVID-19 on delivery of the Strategic Plan continues to be assessed. 	4x4 Major/ Likely	16	High	April 2023: Risk confirmed as accurate.
2033	Impact of inflationary pressures	RISK: There is a risk that rising inflation will have detrimental impact on the financial position CAUSE: Inflation was 10.1% in September 2022, and forecast to remain above 10% in Q4 2022 and Q1 2023; increasing costs for the HSCP from rising prices for food, fuel, supplies and equipment plus consequential (e.g. public sector pay award) EFFECT: Detrimental impact on financial position	Sharon Wearing	Margaret Hogg	<ul style="list-style-type: none"> Ongoing monitoring of financial impact of inflation of service costs Consider options for funding as part of wider financial forecasting of financial position for IJB, This could include the use of reserves. Budget setting process for 23/24 	4x4 Major/ Likely	16	High	April 2023: Risk confirmed as accurate.
514	Service delivery model uncertainty	RISK: Uncertainty around future service delivery models CAUSE: Uncertainty arising from COVID-19 and Scottish Government proposals for a National Care Service being established by 2025/26. EFFECT: Resistance, delay or compromise to necessary decisions, developments or potential improvement opportunities not being fulfilled	Susanne Millar	Susanne Millar	<ul style="list-style-type: none"> High-level strategic vision articulated through the 2019-22 Strategic Plan. IJB are notified of proposed transformation projects and updates on approved transformation projects as a matter of routine. Acceptance that ongoing challenges of both partner organisations mean standstill is not a viable option As part of the response to the covid-19 pandemic the HSCP established governance arrangements to ensure Executive retains appropriate oversight and decision making capability. The Executive COVID Group continues to meet weekly Programme management and governance arrangements put in place across HSCP and GCC in response to National Care Service proposals and to ensure ongoing engagement with Scottish Government on NCS Bill and co-design of the NCS 	3x4 Moderate/ Likely	12	High	April 2023: Risk confirmed as accurate. The next iteration of the Strategic Plan (2023-26) is due to be presented to the IJB in June 2023 for approval.

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Glasgow City Integration Joint Board - Risk Register (as at April 2023)

Ref	Title	Description	Risk Owner	Responsible Owner	Mitigation / Control	Residual Risk Assessment (Impact x Probability)	Residual Risk Score	Residual Risk Level	Notes
518	External Providers financial stability	<p>RISK: Financial challenges faced by some provider organisations could destabilise them, render them financially unviable and result in them exiting the market</p> <p>CAUSE: Economic situation and outlook increasing volatility in the social care sector. Increasing costs on providers as employers coupled with ongoing recruitment and retention issues in the sector and limitations on Scottish Government funding increases budget pressures. Fuel and cost of living increases have compounded this, along with residual impacts of the COVID-19 pandemic.</p> <p>EFFECT: Threat to continuity of provided services and issues in availability of appropriate provision for service users. If providers exit the market, this would lead to enforced changes of provider with potentially little or no notice and lack of capacity in the sector may mean limited or no alternatives available (particularly for complex and specialist needs). This could lead to poorer outcomes or risk of harm to service users, significant operational and financial impact to the HSCP and significant impact on the delivery of the IJB's strategic objectives as set out in the Strategic Plan.</p>	Sharon Wearing	Geri McCormick	<ul style="list-style-type: none"> We are working closely with provider organisations to monitor impact and ensure continuity of services for our service users. We continue to ensure timeous regular payment to provider organisations - all increases in respect of Scottish Living Wage are passed on timeously. IJB identified funds to increase Children's Services providers despite no provision being made for a Scottish Living Wage increase in non-adult services. Enhanced Care Home Governance arrangements have been put in place across Greater Glasgow & Clyde, with oversight from a board wide Care Home Assurance Group that reports to both the NHS Strategic Executive Group and a national Care Home Oversight Group. In Glasgow City HSCP an additional Local Care Homes Group has been established, chaired by the Interim Chief Officer, that monitors and reviews output from daily safety huddles that cover both directly provided and purchased care homes. HSCP Commissioning officers continue to be engaged with providers and are actively involved in the enhanced governance arrangements. IJB has taken decision to apply to Residential services, an increase to no staffing cost an equivalent of 3.8% to mitigate energy cost pressures. 	4x3 Major/ Possible	12	High	<p>April 2023: Risk confirmed as accurate for this Quarter but informed that this will be thoroughly reviewed at next quarter as risk score may require increasing. One provider has handed back 17 individual care packages. Update mitigation/control to include IJB has taken decision to apply to Residential services, an increase to no staffing cost an equivalent of 3.8% to mitigate energy cost pressures. The Contract Management Framework is currently being reviewed and refreshed and is scheduled to go to the IJB Finance, Audit & Scrutiny Committee in June 2023.</p>
2034	Resources required for National Care Service	<p>RISK: There is a risk the organisation cannot support the volume of resource required for the effective engagement with the Scottish Government proposal to design and establish a National Care Service</p> <p>CAUSE: Staff and key individuals with existing operational roles and responsibilities are diverted to National Care Service activities; ambitious timescales for the design and implementation of the NCS</p> <p>EFFECT: Existing operational priorities and delivery are delayed or compromised; potential impact on delivering strategic priorities</p>	Sharon Wearing	Allison Eccles	<ul style="list-style-type: none"> Workload and resource monitoring continues to be undertaken across the partnership (for example, through one-to-one supervision) Ongoing review of support (including work undertaken and resources being used) required for NCS activity NCS Project Support proposal has been approved by the HSCP Executive Team Programme management structure established to ensure governance and oversight of NCS activity and demand, including HSCP Executive group, GCC Steering Group chaired by the LA Chief Executive and workstreams to focus on particular elements of the NCS Bill (Legal, Finance, HR etc.) 	4x3 Major/ Possible	12	High	<p>April 2023: Risk confirmed as accurate.</p>

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Glasgow City Integration Joint Board - Risk Register (as at April 2023)

Ref	Title	Description	Risk Owner	Responsible Owner	Mitigation / Control	Residual Risk Assessment (Impact x Probability)	Residual Risk Score	Residual Risk Level	Notes
2035	Medium to long term financial implications of ongoing COVID costs	<p>RISK: There is risk of adverse medium to long term financial implications of ongoing costs related to COVID</p> <p>CAUSE: Government funding related to the COVID pandemic ends in March 2023 and there remains high likelihood of continual additional costs due to COVID particularly in those service areas where enhanced guidance and restrictions remain in place (e.g. care homes), including PPE, Infection Control, impact of increased staff absences due to COVID</p> <p>EFFECT: All additional costs related to COVID from 23/24 onwards will need to be covered by existing budgets, adverse impact</p>	Sharon Wearing	Margaret Hogg	<p>- All costs associated with responding to COVID are being tracked</p> <p>- COVID Exit Strategy is actively monitored via the Integration Transformation Board and the HSCP Executive Group</p> <p>- impact on 2023/24 will consider as part of financial planning and budget setting for 2023/24.</p>	3x4 Moderate/ Likely	12	High	April 2023: Risk score to reduce from 16 (major/likely) to 12 (Moderate/likely). The risk owner advised that there is likely still some fall off in terms of costs going into 2023/24 but they are quite minor.
2037	Impact of National Care Service on recruitment & retention	<p>RISK: Health and social care recruitment and retention is adversely affected by the proposal to establish a National Care Service</p> <p>CAUSE: Uncertainty about the scope of the National Care Service (e.g. future consultation on inclusion of children and justice services); uncertainty about extent of transfer of local authority and NHS resources to a National Care Service (including transfer of staff)</p> <p>EFFECT: Existing and potential health and social care staff may opt to leave or not join the service given uncertainty about future employer and terms & conditions; existing recruitment and retention pressures will be exacerbated leading to further detrimental impact on delivery of services; financial impact; failure to deliver strategic priorities.</p>	Sharon Wearing	Tracy Keenan	<p>Future control and mitigation actions to include</p> <ul style="list-style-type: none"> • Communication strategy is vital to keep employees up to date on the employment position and must be used to allay any concerns on future employment. • Information on how pay and pension will work must be issued as early as possible • Liaison with Trade Unions • Specific Trade Union Forum on NCS should be set up • Strict monitoring of leavers will be required to assess any increased level of leavers, this must include ensuring exit interviews occur and the information from that fed into system • Ensuring vacancies do not build up • Require recruiting before people leave • Succession planning processes require to be created in the event that management positions are more adversely affected. • Twilight sessions scheduled to take place in February 2023 to keep staff informed • Work ongoing with Communications team to develop staff and partnership communications 	4x3 Major/ Possible	12	High	April 2023: Risk confirmed as accurate.
1731	Delivery of 2021-22 Savings Targets	<p>RISK: Unable to deliver 2021-22 savings targets</p> <p>CAUSE: Due to key resources being diverted to responding to COVID-19 and the impact COVID-19 is also having on demand, areas targeted for delivery of savings in 2021-22 are now at risk</p> <p>EFFECT: Savings targets will not be deliverable resulting in overspends occurring in 2021-22 and beyond</p>	Sharon Wearing	Margaret Hogg	<ul style="list-style-type: none"> • Financial position monitored on ongoing basis by SMT, ITB, IJB Finance and Audit committee and full IJB • Delivery of savings will continue to be tracked and monitored by the Transformation Programme Board • HSCP will actively engage with the Scottish Government on the impact of responding to COVID-19 • Impact of responding to COVID-19 on plans for savings and delivery of transformation programmes will continue to be monitored 	2x5 Minor/ Almost Certain	10	High	April 2023: Risk confirmed as accurate.

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Glasgow City Integration Joint Board - Risk Register (as at April 2023)

Ref	Title	Description	Risk Owner	Responsible Owner	Mitigation / Control	Residual Risk Assessment (Impact x Probability)	Residual Risk Score	Residual Risk Level	Notes
519	IJB business continuity	<p>RISK: IJB unable to fulfil its functions due to a failure of or disruption to property, people and/or infrastructure</p> <p>CAUSE: Expected or unexpected events such as industrial action, pandemic flu, civil emergency etc.</p> <p>EFFECT: Unacceptable delay to decision making or directions to partners, potential breach of statutory duties, negative impact on the HSCP, its partner bodies and service users.</p>	Sharon Wearing	Allison Eccles	<ul style="list-style-type: none"> The NHS GGC and Glasgow City Council Business Continuity Planning frameworks are in place for services delivered by the HSCP, including support services Additional staff resource (Resilience Manager) recruited to ensure ongoing co-ordination of the HSCP's resilience arrangements and effective management and co-ordination of response to adverse events. Business continuity for the IJB is incorporated into the business continuity plan for Business Development Annual assurance statement to the IJB on business continuity arrangements within the HSCP is presented to the Finance, Audit and Scrutiny Committee All IJB business, including meetings and development sessions, have moved to virtual meetings using Microsoft Teams with dial in option available to members and stakeholders 	3x3 Moderate/ Possible	6	Medium	April 2023: Risk confirmed as accurate.