



Item No. 17

Meeting Date Wednesday 4th February 2026

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

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

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Risk Management Quarterly Update (Q3 2025/26)

Purpose of Report:

The purpose of this report is to provide an update to the IJB Finance, Audit and Scrutiny Committee on the status of the IJB's risk register and to highlight key operational risks being managed in the Glasgow City Health and Social Care Partnership.

This report covers the review carried out in respect of changes to risk in Quarter 3 (1 October 2025 to 31 December 2025).

Background/Engagement:

The risk registers maintained within the Partnership are regularly reviewed and updated by the relevant risk owners and an update reported to this Committee on a quarterly basis.

Governance Route:

The matters contained within this paper have been previously considered by the following group(s) as part of its development.

- HSCP Senior Management Team ☒
- Council Corporate Management Team ☐
- Health Board Corporate Management Team ☐
- Council Committee ☐
- Update requested by IJB ☐
- Other ☐
- Not Applicable ☐

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Recommendations:	The IJB Finance, Audit and Scrutiny Committee is asked to: a) Note this report; b) Note the risks on the IJB Risk Register at the end of Quarter 3 2025-26; and c) Note the update from the IJB Risk Policy Short Life Working Group.
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Relevance to Integration Joint Board Strategic Plan:
Risks on the IJB Risk Register could impact on the delivery of the priorities of the IJB's Strategic Plan.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	The maintenance of a risk management framework within the Partnership aligns with Outcome 9 (Resources are used effectively and efficiently in the provision of health and social care services).
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Personnel:	None
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Carers:	None
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Provider Organisations:	None
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Equalities:	None
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Fairer Scotland Compliance:	None
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Financial:	None
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Legal:	None
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Economic Impact:	None
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Sustainability:	None
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Sustainable Procurement and Article 19:	None
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Risk Implications:	Risks to the delivery of the Strategic Plan are identified in the IJB Risk Register
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Implications for Glasgow City Council:	None
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Implications for NHS Greater Glasgow & Clyde:	None
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1. Purpose

- 1.1. The purpose of this report is to update the IJB Finance, Audit and Scrutiny Committee on the IJB Risk Register and to highlight key operational risks being managed in the Glasgow City Health and Social Care Partnership.
- 1.2. This report covers the review carried out in September 2025 in respect of changes to risks in Quarter 3 (Q3) which covers the period 1 October 2025 to 30 December 2025.
- 1.3. An update on the work of the Short Life Working Group to review and update the IJB's Risk Management Policy & Strategy is also included in this report.

2. Integration Joint Board Risk Register

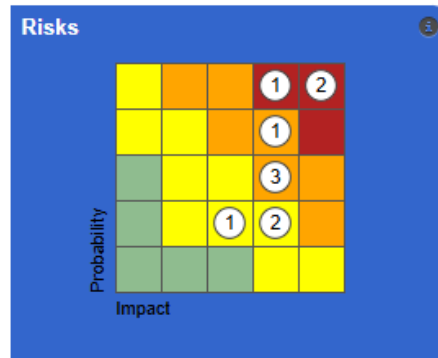
- 2.1. The Integration Joint Board Risk Register is maintained and reported in line with the Glasgow City IJB Risk Management Policy.
- 2.2. The IJB Risk Register contains strategic risks that represent the potential for the IJB to achieve or fail to meet its desired outcomes and objectives as set out 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. Following an in-depth review of financial risks on the IJB and HSCP risk registers, the Depute Chief Officer (Finance & Resources) has combined a number of previously reported risks into a new and comprehensive risk in respect of the IJB's financial sustainability (ref: 2736). The risks that have been closed and consolidated into this new risk are:
 - IJB 0512: Delivery of Strategic Plan within budget
 - IJB 0524: Level of savings required annually
 - IJB 2032: Impact of budget and spending review
 - IJB 2033: Impact of inflationary pressures
 - IJB 2500: Level of IJB general reserves
 - IJB 2591: Impact of employer National Insurance increase on HSCP services
 - HSCP 0551: Impact of external funding changes
- 2.4. Having considered the existing control measures, planned activity (including Service Prioritisation programme) and the IJB's current financial position as reported to both this Committee and the IJB, the risk owner assessed this risk to have at a current residual risk level of 'High' (Likely possibility x Major impact).
- 2.5. There were **no** existing risk scores that increased on the register during Q3.
- 2.6. There was **1** risk where the existing risk score decreased in Q3.
 - *Ref 2241: Prescribing expenditure.* The risk description, causes and effects of this risk were reviewed and updated by the Risk Owner who also recommended reduction of the residual likelihood from 5 (Certain)

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to 3 (Possible) and impact from 5 (Critical) to 4 (Major), noting that as at 31 October 2025 lower unit price combined with lower volume growth and delivery of actions in the prescribing savings plan has resulted in significantly improved projections, currently towards an underspend, therefore reducing this risk. This is still being treated cautiously, and savings and efficiency actions continue.

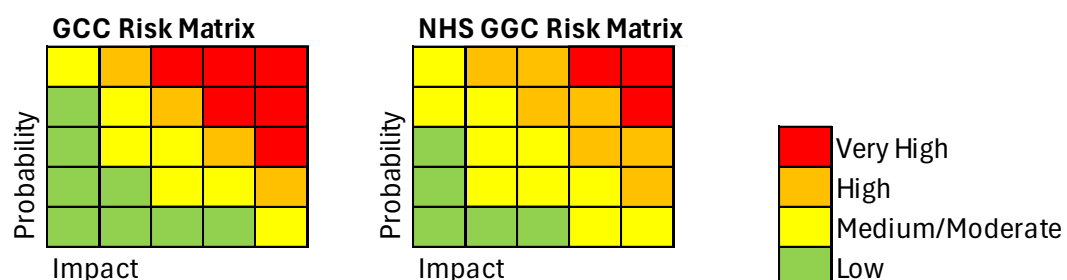
- 2.7. At the end of the December 2025 review there were **10** live risks on the register, with **3** risks having a current risk level of 'Very High', **4** risks with a risk level of 'High' and **3** risks with a risk level of 'Medium'.



- 2.8. All risks on the IJB Risk Register at the end of Q3 are shown in Appendix 1.
- 2.9. The next quarterly review of the IJB Risk Register (Quarter 4) will be carried out at the end of March 2026.

3. Key Operational Risks (Q3)

- 3.1. The HSCP's Health and Social Care Risk Registers are maintained and reported in line with the risk management policies and guidance of the partner bodies NHS Greater Glasgow & Clyde and Glasgow City Council.
- 3.2. The Health and Social Care Risk Registers contain significant and/or service wide operational risks that can be escalated to the Health Board or the Council's corporate risk registers if necessary. Where an operational risk has the potential to become a strategic risk to the IJB it can also be escalated to the IJB Risk Register.
- 3.3. The Committee is reminded that the Council and Health Board assess risk levels differently. Although both partners use a 5x5 scoring mechanism, different thresholds for risk levels have been set:



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- 3.4. The highest risks on the Partnership's Social Care risk register relate to pressures in Homelessness Services, Subject Access Request response times, ICT performance and security (including providers IT and data security) and risks arising from the ongoing National Abuse Inquiry and the impact of ongoing welfare reform.
- 3.5. A risk in relation to disruption to HSCP services was assessed to have increased in Q3 due to delays in reviewing and updating business continuity plans. Whilst this does not increase in the likelihood of the risk occurring, it could increase the potential impact if business continuity plans are not up to date. Officers are continuing to engage with services to complete the necessary work to update all plans.
- 3.6. At the end of Q3 there were **28** 'live' risks on the Social Care register, with **10** risks having a residual risk level of 'Very High', **12** risks at 'High' and **6** risks at 'Medium'.
- 3.7. Staff and resource shortages, and increased demand continue to be the predominant causes of risks on the Partnership's Health risk register, although some services have reported an improvement in recruitment and retention (for example, a risk relating to recruitment and retention of registered nurses Band 5 in Mental Health Services was closed during Q3).
- 3.8. At the end of Q3 there were **28** 'live' risks on the Health register, with **14** risks having a current risk level of 'Very High', **7** risks at 'High', **7** risks at 'Medium'.
- 3.9. The next quarterly review of the Health and Social Care Risk Registers (Quarter 4) will be carried out at the end of March 2026.

4. IJB Risk Management Policy & Strategy review

- 4.1. At its meeting on 10 September 2025, the Committee was asked to approve the establishment of a Short Life Working Group to carry out a full review of the IJB's Risk Management Policy & Strategy, and to explore options for the development of a risk appetite statement for the IJB.
- 4.2. The SLWG met on 24th November 2025 and agreed that officers should look at aligning the IJB's policy and strategy with the UK Treasury Orange Book.
- 4.3. The SLWG were presented with a critical analysis of the existing policy & strategy with the principles and concepts of the Orange Book at its meeting on 19th January 2026 and agreed that the following recommendations from that analysis now be carried out:
- Define risk domains and multi-dimensional risk appetite
 - Embed the Three Lines of Defence model and assurance mapping requirement
 - Strengthen the risk process requirements
 - Add horizon scanning/emerging risk requirements
 - Formalise continual improvement and risk maturity in the strategy

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- Improve formatting and accessibility of the documents
- 4.4. The SLWG also agreed that a recommendation be made to the IJB that appropriate time be made at a future IJB Development Session to fully brief all members on the IJB's updated risk management policy and strategy and to inform the development of the IJB's risk appetite statement.
- 4.5. At the IJB meeting on 21st January 2026, the Chair of this Committee asked the Board to approve that the SLWG prepare and agree a recommended risk taxonomy (i.e. risk domains/categories) as part of its work to update the risk & strategy, with final approval of this by the IJB.

5. Recommendations

- 5.1. The IJB Finance, Audit and Scrutiny Committee is asked to:
- a) Note this report;
 - b) Note the risks on the IJB Risk Register at the end of Quarter 3 2025-26;
and
 - c) Note the update from the IJB Risk Policy Short Life Working Group.

IJB Risk Register (as at close of Q3 2025-26)

Ref	IJB	2311	Title	HOMELESSNESS & ASYLUM PRESSURES
Description		<p>RISK: There is a risk that the IJB will be unable to achieve its strategic priorities where these are dependent on the objectives to support people at risk of homelessness and support the provision of safe housing for Glasgow's residents and contribute to the role the city is playing in supporting people seeking asylum / refuge to live in Glasgow.</p> <p>CAUSE: The Home Office decision to accelerate asylum seeker decisions leads to substantial increase in homelessness referrals, existing pressures in provision of homelessness services (increase in demand, projected overspend in 24/25 and projected overspend in 25/26, future savings pressures, lack of Registered Social Landlord (RSL) and temporary accommodation capacity, lack of hotel and B&B capacity in the city, relaxation of Local Connections requirements)</p> <p>EFFECT: IJB unable to achieve strategic priorities and objectives, unable to provide accommodation (including emergency and temporary) to meet demand, increase in rough sleeping with associated increased risk of harm, disorder, public health issues, additional knock-on pressures on Primary care and Education services, breaching statutory duties in relation to housing, significant increase in projected overspend in homelessness (and other HSCP) services, negative media and political attention leading to loss of public confidence</p>		

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Pat Togher	Jim McBride; Lynsey Smith	5x5 Critical/ Almost Certain	25			01-Dec-2025	01-Apr-2026

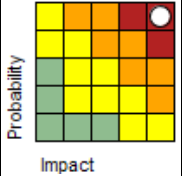
Mitigation / Control
<ul style="list-style-type: none"> • Data dashboards now in place to monitor and review the demand from homeless households, including specific dashboard on asylum pressures • New Housing Options Explorer to reduce demand on Homelessness Services and reduce the number of households 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
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Notes

Q3 October 2025: Risk score remains accurate. Updates made to mitigations with relevant items moved to future actions.	01 Dec 2025	Lesley Anne O'Hare
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Ref	IJB	2592	Title	IMPACT OF NATIONAL INSURANCE INCREASES ON COMMISSIONED SERVICES
Description		RISK: Providers pass on cost of increased NI contributions to the HSCP CAUSE: No Government funding has been made available. Increase in employer NI contributions will cost £8m across Glasgow City for commissioned services. EFFECT: Reduced purchasing power for commissioning services which will reduce services being commissioned.		

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Duncan Black	5x5 Critical/ Almost Certain	25			19-Dec-2025	01-Apr-2026

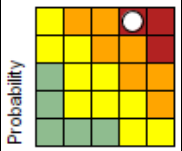

Mitigation / Control							
<ul style="list-style-type: none"> Continue to monitor discussions between UK Government and Scottish Government Continue to raise concerns with Scottish Government National contracts awarded for Health and Social Care to date include increases for eNICS. To date this has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

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Financial
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Notes

Q3 December 2025: No change. Risk Owner will look at possibility of combining this risk with the provider financial sustainability risk as part of Q4 review.	19 Dec 2025	Lesley Anne O'Hare
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Ref	IJB	2240	Title	BREACH OF STATUTORY HOMELESSNESS DUTIES AND INCREASED ROUGH SLEEPING
Description		<p>RISK: Limiting the availability of emergency accommodation could result in a breach of statutory duties and increase number of rough sleepers in the city</p> <p>CAUSE: Requirement to reduce costs associated with hotel and B n B accommodation. Continually increasing demand, new legislation and a significant increase in positive asylum decisions. Additionally RSL providers are unable to keep up with demand and unable to provide the volume of accommodation required.</p> <p>EFFECT: Service users seeking emergency accommodation in Glasgow will be affected however a breach of duties could result in matters escalating to judicial review, increased legal costs/resource, increase in rough sleeping and reputational damage on HSCP/Council</p>		

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Kelda Gaffney	Jim McBride; Lynsey Smith	4x5 Major/ Almost Certain	20			01-Dec-2025	01-Apr-2026

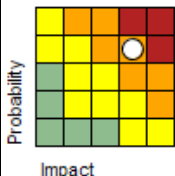

Mitigation / Control
<ul style="list-style-type: none"> • Glasgow City Council declared a Housing Emergency in November 2023, in response NRS and the HSCP have agreed a draft action plan and action plan developed. • Engagement with third sector partners operating in city centre has mobilised support arrangements and will be aligned to the All in for Glasgow redesign sessions. • Engagement with third sector partners and Police Scotland operating in city centre has focused attention on the challenges and a requirement to target those most at risk and/or vulnerability. • Additional resource including social care homelessness support and where necessary health care interventions are deployed within Simon Community Hub service with interference arrangements in place with Out of Hours. • Routine meetings with Simon Community as our principal homelessness commissioned service identifies those at most need and ensures targeted approach to care planning arrangements with particular focus on rough sleepers. • Weekly update reports from Simon Community will also determine rough sleeping trends ensuring oversight of any impact re homelessness savings plans. • Homelessness service managers responsible for out of hours and community casework teams have developed a risk management approach ensuring consistency in our decision making for those most at risk ensuring offers of accommodation wherever necessary. This will remain subject to consideration via fortnightly BnB budget grip meeting. • 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
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Q3 October 2025: Risk score remains accurate. Updates made to mitigations with relevant items moved to future actions.	01 Dec 2025	Lesley Anne O'Hare
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Ref	IJB	2736	Title	FINANCIAL SUSTAINABILITY OF THE IJB
Description		<p>Risk: The IJB is unable to maintain financial stability and medium to long-term financial sustainability.</p> <p>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.</p> <p>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.</p>		

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Duncan Black	4x4 Major/ Likely	16			26-Jan-2026	01-Jul-2026

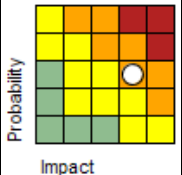

Mitigation / Control
<ul style="list-style-type: none"> • Medium term financial plan in place and updated annually alongside annual budget setting • Financial position monitored on ongoing basis by SMT, ITB, IJB Finance, Audit & Scrutiny Committee and full IJB, underpinned by a strong system of internal 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
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Notes

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
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Ref	IJB	0518	Title	PURCHASED PROVIDERS FINANCIAL STABILITY
Description		<p>RISK: Financial challenges faced by some provider organisations could destabilise them, render them financially unviable and result in them exiting the market</p> <p>CAUSE: Economic situation and outlook increasing volatility in the social care sector. Increasing costs on providers as employers coupled with ongoing recruitment and retention issues in the sector and limitations on Scottish Government funding increases budget pressures. Fuel and cost of living increases and unfunded increases in National Insurance have compounded this.</p> <p>EFFECT: Threat to continuity of provided services and issues in availability of appropriate provision for service users. If providers exit the market, this would lead to enforced changes of provider with potentially little or no notice and lack of capacity in the sector may mean limited or no alternatives available (particularly for complex and specialist needs). This could lead to poorer outcomes or risk of harm to service users, significant operational and financial impact to the HSCP and significant impact on the delivery of the IJB's strategic objectives as set out in the Strategic Plan.</p>		

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Duncan Black	Rachel Mackay	4x3 Major/ Possible	12			16-Dec-2025	01-Apr-2026

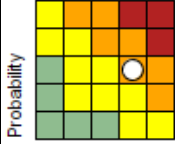

Mitigation / Control
<ul style="list-style-type: none"> • We are working closely with provider organisations to monitor impact and ensure continuity of services for our service users. • We continue to ensure timeous regular payment to provider organisations - all increases in respect of SLW are passed on timeously. • 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) • Process 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
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Notes

Q3 December 2025: Risk score confirmed as accurate; update made to Cause to include 'unfunded increase in National Insurance'; updates made to mitigations to remove duplicates and add reference to twice yearly provider service return is a mandatory requirement.	16 Dec 2025	Lesley Anne O'Hare
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Ref	IJB	0934	Title	DELIVERABILITY OF PRIMARY CARE IMPROVEMENT PLAN (PCIP)
Description		<p>RISK: Failure to deliver transformation of Primary Care services as specified in the Primary Care Improvement Plan (PCIP)</p> <p>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.</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>		

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			12-Dec-2025	01-Apr-2026

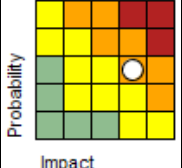
Mitigation / Control
<p>Measures necessary to remain within budget include and to mitigate the lack of qualified staff include:</p> <ul style="list-style-type: none"> • Development of Financial Strategy for PCIP • Temporarily stopping and/or phasing recruitment • Withdrawing from (or reducing the length of) contracts with external providers • Making local vacancy approval processes more efficient • Developing alternative skill mix models and more efficient ways of delivering services • Recruiting into trainee posts and supporting less experienced staff to obtain necessary experience. • Supporting GP capacity to engage with PCIP: NHS GGC Sustainability Plan and Escalation Framework established • Continue work with wider system to identify how we can support sustainability of general practice. • Quantifying impact to be measured through PCIP Evaluation

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Transformation / Change
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Q3 December 2025: Responsible Officer confirmed risk remains accurate.	12 Dec 2025	Lesley Anne O'Hare
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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	4x3 Major/ Possible	12			26-Jan-2026	01-Apr-2026

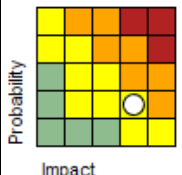

Mitigation / Control	
<ul style="list-style-type: none"> • Use of IJB reserves and implementation of savings to cover the increased costs. • Implementation of prescribing efficiencies programme • Chief Finance Officers raising this with Scottish Government regarding the need for additional funding. • Implementation of Glasgow City HSCP Action Plan. • Ongoing engagement with Prescribers by Clinical Directors and Pharmacy Leads to communicate prescribing cost increases and to involve prescribers to identify opportunities in reducing prescribing costs. • Engaging with other service leads across health & social care to identify potential prescribing efficiencies through their areas of practice. 	

Risk Treatment Approach	Treat	Risk Categories - Primary Category	Financial
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Notes

Q3 December 2025: Risk Owner has updated the risk description, causes and effects to reflect current situation. Residual risk has been reduced as currently reporting an underspend, with projected volume growth of 2% compared to a budget setting of 3%. However this remains a high risk due to volatility in a number of areas including the global geopolitical situation.	26 Jan 2026	Steven Blair
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Ref	IJB	2230	Title	FAILURE TO COMPLY WITH STATUTORY DUTIES AS A CATEGORY 1 RESPONDER
Description		<p>RISK: The IJB fails to comply with its statutory duties as a Category 1 responder under the Civil Contingencies Act 2004 (as amended in 2021)</p> <p>CAUSE: Failure to assess risk of emergencies occurring, failure to put business continuity plans in place for critical functions, failure to put emergency plans in place (or contribute to emergency plans with other Cat 1 responders), failure to make information available to the public when required, failure to share information and engage with other Cat 1 & 2 responders.</p> <p>EFFECT: Potential breach of statutory duties, disruption to IJB business and/or HSCP services, failure to plan for or respond to civil emergencies resulting in avoidable harm or loss, unacceptable delay to decision making or directions to partners, negative impact on the IJB, HSCP, its partner bodies and service users</p>		

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Pat Togher	Craig Cowan	4x2 Major/ Unlikely	8			10-Dec-2025	01-Apr-2026

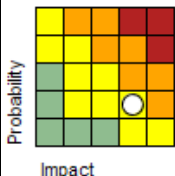

Mitigation / Control	
<ul style="list-style-type: none"> • The IJB/HSCP works alongside communications arrangements in NHS GGC and GCC, and other Cat 1 responders, to share information with the public during emergency incident responses • The IJB/HSCP attends Glasgow & East Dunbartonshire Local Resilience 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
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Notes

Q3 December 2025: Risk confirmed as accurate.	19 Dec 2025	Lesley Anne O'Hare
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Ref	IJB	2535	Title	SAFER DRUG CONSUMPTION FACILITY
Description		<p>RISK: There is a reputational risk to the IJB arising from its decision to develop and open the Safer Drug Consumption Facility (SDCF) known as 'The Thistle'.</p> <p>CAUSE: Following the Lord Advocate's publishing of a statement of prosecution policy in September 2023, the IJB approved the implementation of the SDCF in September 2023. The SDCF is the first of its kind in Scotland and the UK, therefore resulted in significant national media attention and political and societal interest, which has been and will be ongoing. Negative coverage could arise due to a number of potential scenarios, including a low uptake of the service, no visible reduction in public injection, incidents in the community attributed to the Facility, incidents within the Facility etc.</p> <p>EFFECT: There are a number of potential positive and negative impacts, including reputational impact for the IJB, impact on service users, impact on the local community and ongoing media attention. There may also potentially be increased demand for additional services with associated resource implications, however this may be offset by a reduction in demand for unscheduled care services.</p>		

Risk Owner	Responsible Officer	Risk Assessment (Impact x Probability)	Score	Matrix	Movement since last Assessment	Date Assessed	Next Assessment Date
Pat Togher	Karen Lockhart	4x2 Major/ Unlikely	8			18-Nov-2025	01-Apr-2026

Mitigation / Control
<ul style="list-style-type: none"> • The implementation board has moved to a service oversight board, with a role in monitoring delivery and impact of the service. • The service has employed a range of staff including harm reduction workers with lived experience with the purpose of encouraging people to use the service and engaging with people who use the service. • A video of the facility will be widely distributed to partners who engage with people who inject drugs and visits will be arranged for people who meet the criteria for service prior to opening to provide re-assurance and an opportunity to meet with staff and understand the service. • 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.

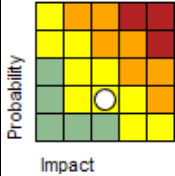

- The independent evaluation will take place over three years and will regularly collect data on impact of the service for a number of key areas including harms, wider health and social care benefits, and the local community.
- An internal review is being planned, supported by Public Health, to ensure that reporting on outcomes is reported to Scottish Government in line with the financial allocation.

Risk Treatment Approach	Tolerate	Risk Categories - Primary Category	Reputational
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Notes

Q3 December 2025 - No change to risk score. Update to mitigations and controls to highlight the monthly community engagement meetings with local businesses and residents. 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.	18 Nov 2025	Kari Archibald
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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			11-Dec-2025	01-Apr-2026

Mitigation / Control							
<ul style="list-style-type: none"> The NHS GGC and Glasgow City Council Business Continuity Planning frameworks are in place for services delivered by the HSCP, including support services The HSCP Resilience Manager ensures ongoing co-ordination of the HSCP's resilience arrangements and effective management and co-ordination of response to adverse events. Business continuity for the IJB is 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
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Notes

12/12/2025: Mitigations updated to note that IJB business continuity currently incorporated into Business Development plans, however development of a specific IJB plan is now to be carried out hence risk treatment approach remains at 'Treat'	08 Jan 2026	Steven Blair
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