

## South Lanarkshire IJB Strategic Risk Register

## Appendix 1

No	Key Risk Area and Description	Lead Officer	Inherent Risk Score	Examples of Sample Controls	Residual Risk Score
1	<b>Financial sustainability</b> There is a risk that IJB expenditure exceeds available budget given cost and demand pressures alongside imperative to address recurrent deficit and given a volatile financial landscape. This could lead to inability to deliver sustainable progress in respect of the IJB's Strategic Commissioning Plan; create uncertainty for service users/patients and staff; compromise the delivery of statutory functions (notably public protection) and safe services; and undermine the IJB's ability to comply with the financial requirements set out in the Integration Scheme (and potentially contribute to financial challenges for NHSL and SLC).	Chief Officer  Chief Financial Officer	Very high 25	<ul style="list-style-type: none"> <li>Annual budget setting process</li> <li>Sustainability and Value Programme approach.</li> <li>IJB Financial procedures</li> <li>Financial procedures of the partner agencies</li> <li>Chief Financial Officer oversight</li> <li>Regular/standing financial reports to IJB and PASC augmented by workshops</li> <li>Ongoing engagement with NHSL and SLC to ensure joined-up approach.</li> <li>Internal and external audit processes</li> <li>Budget Recovery Plans as required</li> </ul>	Very High 20
2	<b>Workforce availability and capacity</b> There is a risk that workforce supply challenges – national and local - are not sufficient to meet current service delivery models. This could lead to inability to deliver sustainable progress in respect of the IJB's Strategic Commissioning Plan; create uncertainty for service users/patients and staff; and compromise the delivery of statutory functions (notably public protection) and safe services.	SLC Head of Personnel  NHSL Director of HR	Very high 25	<ul style="list-style-type: none"> <li>Lanarkshire Health and Social Care Workforce Plan 2022-25</li> <li>Lanarkshire Care Academy</li> <li>Sustainability and Value Programme.</li> <li>Service transformation, including redesign of Fieldwork Services; Occupational Therapy/Physiotherapy Review</li> <li>NHSL-wide review of all major staff groups</li> <li>Regular workforce monitoring.</li> </ul>	Very High 20

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3	<b>Performance Delivery</b> There is a risk that performance delivery in relation to priorities and targeted outcomes outlined in the Strategic Commissioning Plan deteriorate given combination of required expenditure reduction, workforce supply challenges and service demands given current service delivery models and provision.	Head of Performance & Commissioning	Very High 25	<ul style="list-style-type: none"> <li>Sustainability and Value Programme approach</li> <li>Lanarkshire Health and Social Care Workforce Plan 2022-25</li> <li>Service transformation and reform</li> <li>Regular reporting to IJB and Performance and Audit Sub Committee</li> </ul>	Very High 20
4	<b>Failure to meet public protection and legislative requirements</b> There is a risk that financial and workforce instability alongside demand pressures compromises IJB ability to commission services sufficient to meet public protection and legislative requirements (including safe staffing).	Chief Social Work Officer  Director of Nursing	Very high 20	<ul style="list-style-type: none"> <li>Public Protection Chief Officers Group.</li> <li>PASC and IJB reporting and performance monitoring</li> <li>Sustainability and Value Programme.</li> <li>Service transformation and reform, including redesign of Fieldwork Services; NHSL-wide review of all major staff groups</li> </ul>	High 12
5	<b>Performance Reporting does not capture performance across the whole health and social care system</b> There is a risk to the IJB that performance reporting is too narrow in focus and does not adequately describe how the priorities and targeted outcomes outlined in the Strategic Commissioning Plan are being achieved.	Head of Performance & Commissioning	Very High 20	<ul style="list-style-type: none"> <li>Updated performance monitoring in place.</li> <li>Annual performance report</li> <li>Regular reporting to IJB and Performance and Audit Sub Committee</li> <li>Internal and external audit.</li> <li>Introduction of new electronic systems by partners agencies (eg MORSE; and LiquidLogic)</li> </ul>	Medium 9

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6	<b>Winter pressures</b> There is a risk of increased service challenges over winter period, e.g. due to impact of seasonal respiratory conditions and adverse weather. This could impact on workforce availability; service demands; service performance; and unexpected cost pressures.	Head of Performance & Commissioning	Very High 25	<ul style="list-style-type: none"> <li>Winter Plan 2023/24</li> <li>Resilience Planning and Local Resilience Partnership (LRP)</li> <li>Learning from previous winter</li> <li>Contingency and Business Continuity Plans</li> <li>Operation Flow</li> </ul>	Medium 6

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### Risk Matrix

Likelihood	Impact				
	1 -Negligible	2 -Minor	3 -Moderate	4 -Major	5 -Extreme
5 - Almost certain	5 Medium	10 High	15 High	20 Very high	25 Very high
4 - Likely	4 Medium	8 Medium	12 High	16 Very high	20 Very high
3 - Possible	3 Low	6 Medium	9 Medium	12 High	15 High
2 - Unlikely	2 Low	4 Medium	6 Medium	8 Medium	10 High
1 - Rare	1 Low	2 Low	3 Low	4 Medium	5 Medium