



Integration Joint Board  
Audit, Risk and Governance Committee

3<sup>rd</sup> March 2026

This Report relates to  
Item 5 on the Agenda

# IJB Risk Register Update

*Paper presented Kirsty Bell*

*For Approval*

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<b>List of Background Papers:</b>	N/A
<b>Appendices:</b>	<b>Appendix 1</b> – Risk 1 – Strategic Directions and Intent IJB <b>Appendix 2</b> – Risk 2 – National H&W Outcomes IJB <b>Appendix 3</b> – Risk 3 – Strategic Commissioning Plan IJB

<p><b>1.</b></p> <p>1.1</p> <p>1.2</p>	<p><b>Introduction</b></p> <p>The purpose of this report is to update the Audit, Risk and Governance Committee on the status of the IJB’s Risk Register (Appendix 1, 2 and 3).</p> <p>This report covers the review carried out in respect of changes to risk in Quarter 3 (1 October 2025 to 31 December 2025).</p>
<p><b>2.</b></p> <p>2.1</p>	<p><b>Recommendations</b></p> <p><b>The IJB Audit, Risk and Governance Committee is asked to:</b></p> <ul style="list-style-type: none"> <li>• <b>Note this report</b></li> <li>• <b>Note the risks on the IJB Risk Register ( Appendix 1, 2 and 3) at the end of Quarter 3 2025-26</b></li> <li>• <b>Note the work that is required with the Health and Social Care Partnership to identify of the impact of operational risks that impact on IJB Risks.</b></li> </ul>
<p><b>3.</b></p> <p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p>	<p><b>Background and Main Report</b></p> <p>Effective risk management is a fundamental aspect of good corporate governance and plays a key role in supporting delivery of the IJB’s strategic plan and associated priorities where the IJB Risk Register (Appendix 1) has been updated for the for Quarter 3 of 25/26.</p> <p>There is a requirement to ensure that key operational risks being managed within the Health and Social Care Partnership (HSCP) are appropriately reflected within the Integration Joint Board (IJB) strategic risk framework.</p> <p>While operational risks are overseen at service level, several have the potential to significantly impact the delivery of the IJB’s strategic objectives, financial sustainability, statutory duties, and overall system performance.</p> <p>To support effective governance and assurance, operational risks with potential strategic implications must therefore be identified, assessed for escalation, and incorporated into the IJB Risk Register where relevant. This approach strengthens alignment between operational risk management within the HSCP and strategic oversight by the IJB, ensuring that emerging pressures, service fragility, workforce challenges, financial constraints, and business continuity threats are visible and managed consistently across the integrated system.</p>
<p><b>4.</b></p> <p>4.1</p> <p>4.2</p>	<p><b>Conclusions</b></p> <p>In summary, the IJB Audit, Risk and Governance Committee require to note the updated Quarter 3 IJB Risk Register.</p> <p>And to note that the next quarterly update will include key operational risks managed by the Health and Social Care Partnership.</p>
<p><b>5.</b></p>	<p><b>Resource Implications</b></p>

5.1	There are no resource implications arising from this report.
<b>6.</b>	<b>Impact on Integration Joint Board Outcomes, Priorities and Policy</b>
6.1	The ability to effectively respond to and manage risk is critical to the achievement of IJB outcomes and priorities. When properly implemented, the Risk Management Strategy will add value to support decision-making and prioritisation by the IJB.
<b>7.</b>	<b>Legal and Risk Implications</b>
7.1	There are no direct legal and risk implications from this report. However, there are a number of legal and risk implications which may arise from not embedding an effective risk management framework, including: <ul style="list-style-type: none"> <li>• the potential adverse impact on achievement of the IJB’s strategic plan and associated priorities if an effective risk management strategy is not embedded across the organisation</li> <li>• the ability to meet the requirements of the integration scheme</li> <li>• corporate assurance that risks are being managed effectively</li> <li>• potential financial, operational, and reputational risks to the IJB, Dumfries and Galloway Council and NHS Dumfries and Galloway</li> </ul>
<b>8.</b>	<b>Consultation</b>
8.1	Sean Barrett, Interim Chief Finance Officer
8.2	Gareth Marr, Interim Chief Officer
8.3	Health and Social Care Leadership Team
<b>9.</b>	<b>Equality Impact Assessment</b>
9.4	No impact assessment was undertaken when preparing this paper.
<b>10.</b>	<b>Consumer Duty</b>
10.1	If appropriate mitigations are not implemented, the Integration Joint Board faces a heightened risk of failing to meet the Consumer Scotland Duty, as financial instability, workforce shortages, and rising unmet need can directly compromise fairness, accessibility, and the quality of services delivered to consumers.
10.2	Ongoing financial pressures and depleted reserves increase the likelihood of reduced service levels and longer waiting times, disproportionately harming vulnerable groups whom the Duty requires public bodies to protect.
10.3	Additionally, inadequate data and weak governance arrangements mean the IJB may be unable to evidence that strategic decisions properly considered consumer impact—an explicit expectation of the Duty introduced under the Consumer Scotland Act 2020. Without mitigations, this exposes the IJB to compliance risk, weakens transparency, and increases the potential for consumer harm in the delivery of health and social care services
<b>11.</b>	<b>Glossary</b>

<b>EQIA</b>	<b>Equalities Impact Assessment</b>
<b>IJB</b>	<b>Integration Joint Board</b>
<b>FOI</b>	<b>Freedom of Information</b>