

Legacy Risk



Healthcare Guardian

Legacy Risk

#116 Risk Approved

Details

Legacy Id	3060
Legacy Ref	Strategic Commissioning Plan IJB
449 - Clinical Risk	No
Title	Lack of sustainability of resource to meet needs set out in Strategic Commissioning Plan
253 - Primary Category	Financial
260 - Secondary Category	Strategy/Governance
254 - D&G Risk Background	<p>The Joint Working (Public Bodies) Scotland Act 2014 sets out what the legal requirements are for the Strategic Commissioning of the IJB. The items below are the hazards that have been identified:</p> <ul style="list-style-type: none">> Potential for insufficient Financial allocation to meet needs set out in Strategic Plan.> Inability of both parties (i.e Local Authority, NHS, independent contractors and third sector) to recruit to key positions to maintain service delivery and the triple aim framework that describes the approach to optimising health system performance (The Triple Aim three dimensions are: Improve population health Improve the quality Improve value for the

system). Locally we are implementing this framework through the Right Care, Right Place programme.

- > Capacity to deliver health and social care and support., including unpaid carers
- > Increase in demand will continue to rise through our aging population.
- > Failure of IJB to meet financial constraints and ensure best value
- > Failure to identify areas for disinvestment (that do not add value from the point of view of the people using care and support)
- > Inability to realise disinvestment to enable effective reconfiguration of resources
- > Directions not used effectively

Description

If the IJB does not have access to sufficient funds to delegate enough financial resource to the NHS and Local Authority, then service provision outlined within the Strategic Commissioning Plan will not be deliverable, resulting in a failure to deliver the Triple Aim, referenced above.

Risk Directorate & Lead

Gareth Marr: Integration Joint Board

255 - D&G Level of Risk Organisation

Level 1 (Corporate/Strategic)

450 - Which of the Board's 7 Key Ambitions does this risk align to?

451 - Risk Appetite

Do you want to add any people to this risk

Initial Risk Grading

When entering a risk for the first time, review to see if a similar risk is already entered.

Click here for link to the [Risk Assessment Matrix](#)

Rating level (initial)

Consequence (initial)

Likelihood Negligible Minor Moderate Major Extreme
(initial) 1 2 3 4 5

Almost Certain 5					
Likely 4					
Possible 3					
Unlikely 2					
Rare 1					

Risk level (initial): High

Current Control Measures

6 - Current control measures

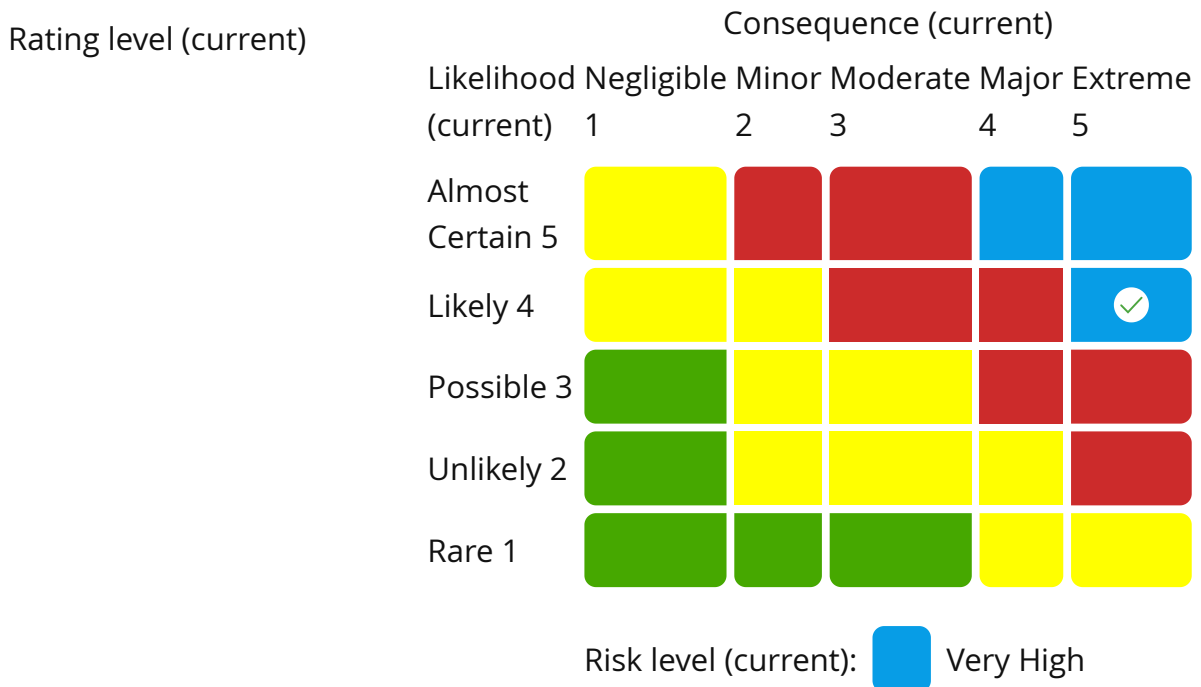
1. Standing Financial Instructions / Training
2. Contract monitoring process/team
3. Council & NHS procurement policies
4. HR / Workforce development plans, policies and procedures (local and Regional)
5. Governance arrangements for assurance with newly formed Committee Structure via an approved review of the scheme of delegation
6. IJB Performance Framework
7. H&SC Leadership Group oversight of partnership deliverables.
8. Programme Management Office delivering key transformational projects aligned to tactical priorities.
9. Development of NHS / LA Financial Recovery Programmes
10. Annual Delivery plan links with workforce and financial plans and signed off by Scottish Government. Quarterly updates to Scottish Government on progress.
11. Workforce plan developed and signed off by IJB and all partners
12. Links between Strategic Commissioning Intentions, Directions and Annual Delivery Plan.
13. Developing 26/27 IJB financial plan including savings opportunities identification.
14. Role of the FRB (NHS) and SLT (LA) has been reviewed and is now in place for across whole

partnership.

15. Developed an updated risk strategy - this has all been approved by Audit, Risk and Governance Committee

16. 6. Review of the Integration Scheme was requested by NHS (NHS and Local Authority) - reallocation of budgets under way as signed off by Ministers

Current Risk Grading



Further Control Measures

265 - Further Control Measures

1. Review and remodelling service delivery to more sustainable models (LA / NHS)
2. HSCP - Delivery challenges will be fed back to IJB to inform commissioning plans
3. Strengthening the links between Strategic Commissioning Plan and Financial Plan when developing Plans is required
4. Effective implementation of the Strategic Commissioning Plan
5. Requirement to ensure that budget is aligned to Directions - governance officer to work with Interim Chief Finance Officer - draft

Directions where alignment of budgets will take place in June 2026 following budget setting from both parties

Controls (1/1)

Control Name

Type of Control

Control Objective

Control Owner

Control Actions By When

Control Overall Effectiveness

Control Comments

Business Continuity Measures

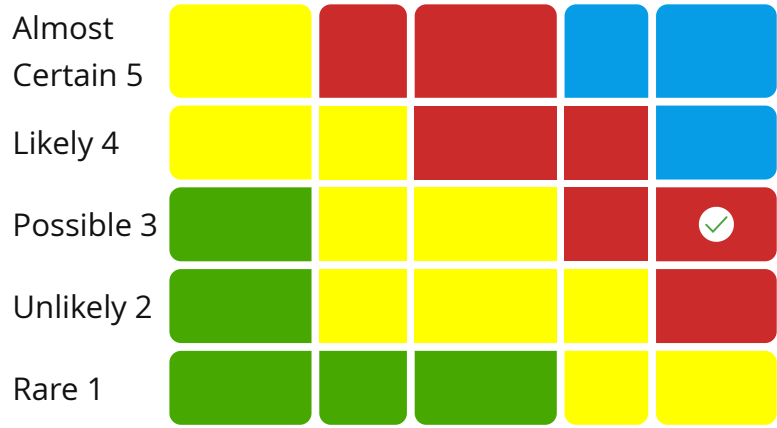
What are the business continuity measures in place within this area?

Target Risk Score

Rating level (target)

Consequence (target)

Likelihood (target)	Negligible	Minor	Moderate	Major	Extreme
	1	2	3	4	5



Risk level (target): ■ High

Key Dates

Approval status	RISK - Approved
Opened	
Last updated *	18/05/2026
Next Review date	17/06/2026
Closed date	
266 - D&G Risk Closure Reason	
257 - Risk Review Time Frame	1 Month
27 - Do you need to reassign this risk?	No
Who do you want to re-assign this risk to?	

Notifications

Progress Notes

Legacy Progress Notes

Documents

Showing 1 attachment

1 File



Approved Workforce Plan 2022-25.pdf

Linked Records

Legacy Adverse Events

Adverse Events

Feedback

Risks

Discussion

Period Comments

Measures

<p>No Data 31 Mar 27</p> <p>Control Effectiveness</p> <p>LEGACY RISK 00000116</p>	<p>Extreme 5</p> <p>RM01 Risk Consequence</p> <p>△ LEGACY RISK 00000116</p>
<p>Likely 4</p> <p>RM02 Risk Likelihood</p> <p>○ LEGACY RISK 00000116</p>	<p>Very High</p> <p>RM03 Risk Rating</p> <p>△ LEGACY RISK 00000116</p>
<p>No Data 31 Mar 27</p> <p>RM04 Risk Appetite</p> <p>LEGACY RISK 00000116</p>	<p>No Data 31 Mar 27</p> <p>RM05 Risk Assessment</p> <p>LEGACY RISK 00000116</p>