



Integration Joint Board
Audit, Risk and Governance Committee

2nd June 2026

This Report relates to
Item 6 on the Agenda

IJB Risk Register Update

Paper presented Kirsty Bell

For Approval

Author:	Kirsty Bell, Health and Social Care Programme Manager
Approved for Submission by:	Sean Barrett, Chief Finance Officer Gareth Marr, Chief Officer
List of Background Papers:	N/A
Appendices:	Appendix 1 – Risk 1 – Strategic Directions and Intent IJB Appendix 2 – Risk 2 – National H&W Outcomes IJB Appendix 3 – Risk 3 – Strategic Commissioning Plan IJB

<p>1.</p> <p>1.1</p> <p>1.2</p>	<p>Introduction</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 4 (01 January 2026 to 31 March 2026).</p>
<p>2.</p> <p>2.1</p>	<p>Recommendations</p> <p>The IJB Audit and Risk Committee to recommend approval of the governance documents outlined below to the IJB:</p> <ul style="list-style-type: none"> • Updated risks on the IJB Risk Register (<i>Appendix 1, 2 and 3</i>) at the end of Quarter 4 2025-26 • Review and recommend the draft approach by aligning operational risks that impact on IJB Risks (<i>Appendix 4</i>).
<p>3.</p> <p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p>	<p>Background and Main Report</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>4.</p> <p>4.1</p> <p>4.2</p>	<p>Conclusions</p> <p>In summary, the IJB Audit, Risk and Governance Committee require to note the updated Quarter 4 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>5.</p> <p>5.1</p>	<p>Resource Implications</p> <p>There are no resource implications arising from this report.</p>

6.	Impact on Integration Joint Board Outcomes, Priorities and Policy
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.
7.	Legal and Risk Implications
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"> • 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 • the ability to meet the requirements of the integration scheme • corporate assurance that risks are being managed effectively • potential financial, operational, and reputational risks to the IJB, Dumfries and Galloway Council and NHS Dumfries and Galloway
8.	Consultation
8.1	Sean Barrett, Interim Chief Finance Officer
8.2	Gareth Marr, Interim Chief Officer
8.3	Health and Social Care Leadership Team
8.4	An in-depth review of the IJB Risk Register has been undertaken for IJB Audit, Risk and Governance Committee to approve making this recommendation into the IJB for final approval.
9.	Equality Impact Assessment
9.4	No impact assessment was undertaken when preparing this paper.
10.	Consumer Duty
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

11. Glossary

EQIA	Equalities Impact Assessment
IJB	Integration Joint Board
FOI	Freedom of Information