

CÙRAM IS SLAINTE NAN EILEAN SIAR

INTEGRATION JOINT BOARD AUDIT & RISK COMMITTEE



Meeting date: ~~3 September 2025~~ 05.11.25

Item: 6.1

Title: IJB Strategic Risk Register

Responsible Officer: Chief Officer

Report Author: Chief Officer

1 Purpose

This is presented to the Integration Joint Board (IJB) for:

- Discussion

This report relates to a:

- Government policy/directive
- Legal requirement
- Integration Joint Board Strategy or Direction

Competence:

- There are no legal, financial or other constraints associated with the report.

2 Report summary

2.1 Situation

The Integration Joint Board is required to set out its strategic risks in the form of a Strategic Risk Register. The risk register should then be reviewed on a 6-monthly cycle in accordance with good governance practice and in line with both internal and external audit.

2.2 Background

The IJB Risk Register is the mechanism to identify and manage the high-level strategic risks facing the Board and the wider Health and Social Care Partnership. The function of the risk register is to identify the overarching risks and define, as the parent organisations have their own individual Corporate Risk Registers.

A risk can best be defined as an uncertain future event that could affect the Board's ability to deliver its strategy and obligations.
Risks are evaluated in terms of both likelihood and impact utilising a 5*5 matrix (originally defined by Garvey, P.R. and Lansdowne, Z.F. (1998)).

2.3 Assessment

The Strategic Risk Register identifies five strategic risks facing the Board. The Strategic Risk Register has been updated to include a risk appetite statement for each of the Strategic Risks. The risk appetite assessment correlates to the overall risk score within the current operating environment, whilst taking an informed forward look. There are namely:

1. SR1. Failure to plan for Strategic Change.

The cumulative impact of the lack of capacity, expertise and operational system challenges prevent the Chief Officer and senior officers from planning for strategic change to meet the health and social care needs of the population of the Western Isles

Current Risk score 12.

Risk Appetite: Hungry

This risk has reduced from the initial score of 16. This is due to the publication of the Strategic Framework (2024-27) and more recently the draft in year Commissioning Plan (2025-26).

2. SR2. Workforce.

Inability to attract and retain workforce to deliver delegated services. The workforce risk is multifaceted. Specifically, the skill shortage of individuals qualifying across a number of disciplines, depopulation and reducing population of working age in the Western Isles a significant driver for the risk.

Current risk score 20

Risk Appetite: Open

This risk has remained static. There has been little progress in closing recruitment gap. The risk has increased from previous score of 16.

3. SR3. Increasing demand for delegated services. Demand outstrips capacity.

Increasing demand for delegated services. Demand outstrips capacity as a direct impact of the changing Western Isles demographics. Data (local and national) indicates increasing burden of disease (forecast increase of 21% by 2043) and health and social care challenges associated with multimorbidity. Western Isles ageing population leading to greater multi morbidity.

Current risk score 12

Risk Appetite: Cautious

Risk has remained static, however positive progress against unmet need and delayed discharge remains challenging.

4. SR4. Insufficient financial resources in order for the partnership to deliver its statutory obligations.

Reducing envelope of total funding received through NHSWI and CnES as a direct result of funding decisions in very challenged financial construct nationally. In addition, the forecast position regarding reserves further compounds the financial risk. The current risk is further compounded by high-level locum spend in specific service lines.

Current risk score 25.

Risk Appetite: Minimalist

The risk has increased from previous risk score of 20 due to financial outlook and decreasing reserves.

5. SR5. Organisational, professional and cultural barriers inhibit the ability of the H&SCP and in turn the IJB to develop services and deliver on strategic ambition.

Different organisational views emerge about system development influenced by/and/or responding to changes in national policy, recently and notably the development of joint Single Authority Models as advised in Programme for Government 2025-26 (Reforming Services for the Future). The cultural differences and governance arrangements within CnES and NHS WI may impede progress in terms of wider system working and innovation. The known national differences in employment terms and conditions may see workforce eroded in one of the main partner organisations. Professional relationships and competing interests impacting the IJB's ability to discharge its legal responsibilities.

Current risk score 16.

Risk Appetite: Adverse

Risk has increased from previous risk score of 12.

The risk register sits alongside 3 other governance documents, namely risk management strategy, risk appetite and risk management matrix.

2.3.1 Quality/ Patient Care

The report has no direct impact on quality of care (and services).

2.3.2 Workforce

No direct impact on the workforce including resources, staff health and wellbeing.

2.3.3 Financial

No financial impact.

Accountants Name	Signature

Comment from the Chief Finance Officer:

No requirement for sign-off

2.3.4 Risk Assessment/Management

Strategic Risk Register defines risks to the IJB.

2.3.5 Equality and Diversity, including health inequalities

State how this supports the Public Sector Equality Duty, Fairer Scotland Duty, and the Board's Equalities Outcomes.

An impact assessment has not been completed because it is not required.

2.3.6 Climate Emergency and Sustainability Development

State how this report will support or impact on the Scottish Government's policy on Global Climate Emergency and Sustainability Development DL(2021)38.

No direct impact on sustainability

2.3.7 Other impacts

Not applicable

2.3.8 Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage external stakeholders where appropriate:

No requirement to engage or communicate with stakeholders.

2.3.9 Route to the Meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

IJB Audit Committee, 06.11.24.

2.4 Recommendation

Note the report.

3 List of appendices

The following appendices are included with this report:

- IJB Strategic Risk Register (March 2025)