



## Risk Audit & Performance Committee

<b>Date of Meeting</b>	19 November 2025
<b>Report Title</b>	Strategic Risk Register
<b>Report Number</b>	HSCP25.088
<b>Lead Officer</b>	Martin Allan
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<b>Consultation Checklist Completed</b>	Yes
<b>Directions Required</b>	No
<b>Exempt</b>	No
<b>Appendices</b>	a. Risk Appetite Statement b. Strategic Risk Register
<b>Terms of Reference</b>	10. Scrutinise and ensure the existence of, and compliance, with an appropriate risk management strategy including: reviewing risk management arrangements; receiving biannual Strategic Risk Management updates and undertaking in-depth review of a set of risks and annually review the IJB's risk appetite document with recommendations being brought to the IJB

### 1. Purpose of the Report

- 1.1 To present to the Risk, Audit and Performance Committee (RAPC) an updated version of the Strategic Risk Register (SRR).



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### **2. Recommendations**

**2.1** It is recommended that the Risk, Audit and Performance Committee:

- a) Approve the IJB revised Strategic Risk Register at Appendix A.

### **3. Strategic Plan Context**

**3.1** The draft Strategic Plan 2025-2029 and the Medium-Term Financial Framework were approved by the Integration Joint Board (IJB) in July 2025. Work has been undertaken to align the activities within the Strategic Plan and the Medium-Term Financial Framework to the 8 risks in the Strategic Risk Register. The Strategic Plan outlines the 8 strategic risks, along with narrative which explains how the Strategic Plan will help mitigate each of the risks.

### **4. Summary of Key Information**

- 4.1** To fulfil its remit, the IJB must demonstrate an effective governance process whereby it can be assured that key risks to the achievement of integration objectives are appropriately identified, communicated and addressed.
- 4.2** The IJB's Board Assurance and Escalation Framework (BAEF) describes the regulatory framework of the IJB to support its vision, values and principles. Fundamental to the framework are the IJB's strategic priorities and the appetite for risk that exists across these priorities. The BAEF was submitted to the RAPC in August 2025 for annual review.
- 4.3** The fundamental purpose of the SRR is to provide the IJB with assurance that it can deliver the organisation's strategic objectives and goals. This involves setting out those issues or risks which may threaten delivery of objectives and assure the IJB that they are being managed effectively and that opportunity to achieve goals can be taken; it is the lens through which the IJB examines the assurances it requires to discharge its duties. The IJB uses this document to monitor its progress, demonstrate its attention to key accountability issues, ensure that it debates the right issue, and that it takes remedial actions to reduce risk to integration. Importantly, it identifies the assurances and assurance routes against each risk and the associated mitigating actions.



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- 4.4** The SLT reviews the SRR considering their experiences and insight into key issues and recommends the updated version to the RAPC for formal review and an annual review by the IJB. The IJB also holds an annual risk workshop where the Board reviews the RAS and the Strategic Risks.
- 4.5** The revised SRR template appended to this report has been developed to help SLT members and specific risk owners to have a more focused SRR that will allow them to see more clearly the current performance of the mitigations for the risks. The template also links to the risk appetite statement and its risk dimensions in a more coordinated way. The template adheres to the revised NHS Scotland Risk Matrix. It is proposed that the more detailed template be used by the RAPC to help fulfil its remit around risk management (“Scrutinise and ensure the existence of, and compliance with, an appropriate risk management strategy”) as well as for the annual review of the strategic risks and risk appetite statement.
- 4.6** The main changes to the SRR relate to Risk 2, with additional mitigations added around developing a financial sustainability assurance map. Having reviewed the risk with the Chief Officer and the Interim Deputy Chief Finance Officer it has been agreed that the risk scoring for this risk remain at 25 (probability –almost certain and impact-extreme). This scoring will be reviewed in detail once Quarter 3 financial results are published. A report on the agenda for this meeting by the Interim Deputy Chief Finance Officer on Quarter 2-2025/26 Budget and Savings Update provides specific details on Quarter 2 results, as well as outlining the projected results up to the end of 2025/26 and advises on any areas of risk and management mitigating actions. The other main change related to Risk 7, with the Cause, Event and Consequence of the risk being reworded to reflect the details in the Strategic Plan and Medium-Term Financial Framework. The Cause would be lack of continued integration of staff and use of technology, to assist the restructuring and redesign of roles to meet strategic priorities, with the Event being the failure to manage staffing budgets within forecasted predictions and the Consequence being unmet health and social care needs with clinical risks and reputational damage. The projects and activities in the Delivery Plan around greater integration of health and social care staff will help mitigate the risk.
- 4.7** The Business and Resilience Manager has met with all Risk Owners to review the risks.



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**4.8** The updated version of the SRR forms the Appendix to this report.

### **5. Implications for Committee**

#### **5.1 Equalities, Fairer Scotland and Health Inequality**

There are no direct equalities, Fairer Scotland and Health Inequalities implications arising from this report.

#### **5.2 Financial**

There are no direct financial implications arising from this report.

#### **5.3 Workforce**

There are no direct workforce implications arising from this report.

#### **5.4 Legal**

There are no direct legal implications arising from this report.

#### **5.5 Unpaid Carers**

There are no direct implications relating to Unpaid Carers arising from this report.

#### **5.6 Information Governance**

There are no direct information governance implications arising from this report.

#### **5.7 Environmental Impacts**

There are no direct environmental implications arising from this report.

#### **5.8 Sustainability**

There are no direct sustainability implications arising from this report.

#### **5.9 Other**

There are no other implications arising from this report.

### **6. Management of Risk**



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The IJB's Board Assurance and Escalation Framework outlines the governance processes for the consideration and escalation of risks through the Partnership. The SRR is part of the governance arrangements.

### **6.1 Identified risks(s)**

All known strategic risks.

### **6.2 Link to risks on strategic or operational risk register:**

The report has the full SRR appended.