

Risk Register - HEALTH AND SOCIAL CARE (IJB)															
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Risk Code	Risk Event	Primary Risk Category	Risk Type	Responsible Person	Causes	Risk Effects	Initial Impact	Initial Likelihood	Initial Risk Rating	Existing Controls	Risk Treatment	Revised Impact	Revised Likelihood	Revised Risk Rating	Risk Action Title
HSC01	People at risk of harm.	Compliance	Operational Risk	Emma MacSween - Chief Officer, Community Care and Partnership Services	Volume of referrals; complexity of caseloads; increased statutory duty activity; recruitment issues; regulator requirements; system pressures and activity to re-design service while maintaining frontline service; demographics and resultant impact on demand for services and supply of workforce.	Failure to address statutory duties in terms of timeframes and/or quality of interventions; service users at risk of harm; stakeholder dissatisfaction with service; delays in optimal allocation of resources; workforce stress.	4.00 Major	4.00 Almost Certain	Extreme	Investment in new records and management system; sharing of capacity issues with stakeholder agencies; skills mix of professional and non-professional grade practitioners maximised; investment in post graduate social work placements; use of agency as available and within budget; workforce plan incorporates proposals to be developed to re-design of social work staffing structure.	Reduce the threat	4.00 Major	3.00 Likely	High	Enhance the opportunities for trainee and alternative routes to obtaining professional qualification. Progress training for practice teacher qualifications to provide the necessary support and oversight capacity.
HSC02	Capacity of service workforce unable to fulfil service demand.	Workforce	Operational Risk	Emma MacSween - Chief Officer, Community Care and Partnership Services	Persistent recruitment and retention issues within health and social care sector; demographics and the associated impact on demand for services and challenges in recruiting and retaining workforce capacity.	Inability to provide statutory services; diminishing staff supply across sector; increased pressure on workforce; waiting lists for services; system pressures across acute and community; delayed discharges; non compliance with legislation; reliance on agency staff	4.00 Major	4.00 Almost Certain	Extreme	Workforce plans prioritising career pathway investment and development of undergraduate professional apprenticeships; enhanced recruitment offers; new model of care to support expansion of 24/7 care services; staff engagement and consultation to review existing working patterns and distribution of resources; training plans address workforce and service needs; peripatetic support for service management; MDT meetings to avoid admission and facilitate timely discharge; adopt mechanisms to sustain the workforce within health and social care when external service decisions impact of local provision.	Reduce the threat	4.00 Major	4.00 Almost Certain	Extreme	Maximise service user self-care and enable core services to be dedicated to on-going care provision; work with external providers to sustain capacity and address financial challenges directly impacting on the viability of the workforce and services.
															Maximising existing budgetary provision to re-design career pathways utilising the Island's Deal; recruitment offers and investment in training and workforce support; external recurring funding has been dedicated to expansion of the START service to enhance workforce capacity.
HSC03	Unsustainable IJB budget provision impacting on internally and externally commissioned services.	Budget / Financial	Operational Risk	Emma MacSween - Chief Officer, Community Care and Partnership Services	Lack of Government funding; recruitment and retention issues requiring locum/agency expenditure; demographics current and projected impacting on service demand; settlements to parent bodies less than cost of running services and meeting requirements; successful recruitment and retention will limit in year scope of vacancy factor to mitigate budget deficit; costs of workforce and service.	Vacancy factor application to budget management reduces the limit of service provision available and increases risk in terms of unmet need and the resilience of the deployed workforce; service reduction will impact on the capacity to provide a timely intervention and increase crisis intervention demand on services; crisis intervention costs may exceed timely intervention based activity; pressure on unpaid carers and service providers to sustain caring arrangements resulting in escalating risk when supports are unavailable or inadequate to meet need.	4.00 Major	4.00 Almost Certain	Extreme	Utilisation of reserves to balance budget for short term in place; reserves inadequate to meet the gap; budget monitoring routine at operational and strategic levels; IJB budget spend and pressures discussed in detail through Comhairle budget setting workshops and reinforced at the IJB through formal and informal meetings; options appraisal of service reduction shared with IJB members and Comhairle members with the high risk implications defined; officers and elected members engaged in profiling the challenges and risk locally and nationally; options appraisal commenced to address the circa £4m deficit in council services within the IJB in progress and initial assessment indicates a reduction in statutory service provision would be required to a level that would trigger compliance and regulatory action given the finite resources available and the implications for internal and external providers.	Reduce the threat	4.00 Major	4.00 Almost Certain	Extreme	Option appraisals to be produced by service managers in line with the requirements as directed by the Chief Officer and Chief Finance Officer in the first instance.
HSC04	Establishment of the National Care Service.	Legal	Operational Risk	Nick Fayers - Chief Officer - Health and Social Care	The uncertainty over the scope of the NCS and the governance implications.	The potential for inclusion or exclusion of services within the existing IJB or local authority in the proposed NCS has generated views relating to increased risk for service synergies and governance matters. The evolving nature of the NCS and the clarification or otherwise has raises a number of challenges and risks for the IJB, parent bodies and partner stakeholders locally and nationally.	3.00 Significant	2.00 Possible	Medium	Use of the local and national organisational mechanisms to express views regarding models of governance following the pausing of the NCS and the proposal for a National Board.	Retain the threat	3.00 Significant	2.00 Possible	Medium	
HSC05	Ongoing impacts of Cyber-attack.	Technogical	Operational Risk	Emma MacSween - Chief Officer, Community Care and Partnership Services	Malicious cyber attack on the local authority November 2023	Corporate systems and communication services, with the exception of email; compromised and inaccessible; loss of current and historic information held within corporate services and related systems; business continuity plans activated and relevant regulatory organisations involved in incident management. Consideration of short terms and longer term restoration of service being risk assessed to enable learning from risk event to shape systems development and information governance.	4.00 Major	3.00 Likely	High	Enhanced cyber security in place and operational with corporate oversight and testing of compliance. New systems of work post cyber attack have been embedded and operational challenges in services addressed. Corporate functions regarding finance systems and reporting adapted to enable business continuity while systems are re-built.	Reduce the threat	2.00 Moderate	3.00 Likely	Medium	Staff and service compliance with cyber security monitored and address when necessary. Financial processes for recording, reporting and monitoring in place.