ITEM No …10……..

REPORT TO: **PERFORMANCE & AUDIT COMMITTEE – 20 MAY 2026**

REPORT ON: **STRATEGIC RISK REGISTER UPDATE**

REPORT BY: **CHIEF OFFICER**

REPORT NO: **PAC16-2026**

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to update the Performance and Audit Committee in relation to the Strategic Risk Register and strategic risk management activities.

2.0 RECOMMENDATIONS

It is recommended that the Performance & Audit Committee (PAC):

2.1 Note the content of this report, including the Strategic Risk Register Report contained within Appendix 1.

3.0 FINANCIAL IMPLICATIONS

3.1 None

4.0 STRATEGIC RISK REGISTER UPDATE

4.1 In February 2026, the IJB approved a revised Strategic Risk Management Framework, accompanied by a fully updated IJB Strategic Risk Register. The IJB also noted a new report template for the provision of assurance, via the PAC, regarding strategic risk management, to be implemented from May 2026 onwards. (Article VIII of the minute of the meeting of the Dundee Integration Joint Board held on 18 February 2026 refers). This is the first assurance report to be submitted to the PAC under these revised arrangements.

4.2 The revised Strategic Risk Management Framework and accompanying arrangements, include the regular review of strategic risks by the Health and Social Care Partnership's Core Management Team (with frequency aligned the residual risk levels). A new risk assessment section has now also been implemented within IJB report formats, that directly links report content to implications for the strategic risk register. This format was implemented in March 2026, requiring the Core Management Team to regularly review potential implications for strategic risks identified within this section of the report.

4.3 Since February 2026 the following risks have been subject to a substantive review:

- 1IJB – Financial Sustainability
- 2IJB – Workforce Capacity
- 3IJB – Property Infrastructure
- 4IJB – Public Service Reform
- 5IJB – Increased Service Demand
- 8IJB – Digital Infrastructure

Given the short space of time between the substantive review of the strategic risk register in February 2026 and the first scheduled review of these risks, no changes to risk levels, descriptors or mitigations were identified.

4.4 Risk implications identified in reports to the IJB meetings of 31 March 2026 and 15 April 2026 have also been reviewed, leading to additional mitigating actions being added to the following risks:

- 1IJB – Financial Sustainability
- 6IJB – External Provider Sustainability
- 10IJB – Engagement

These additions did not result in any change to the residual or planned scores for the relevant risks.

4.5 When approving the new Strategic Risk Management Framework, the IJB noted that work is ongoing to address the need for an assurance plan for strategic risks that are shared with the corporate bodies (NHS Tayside and Dundee City Council). Due to pressures associated with the 2026/27 budget setting process this work has not yet been completed; it is expected that arrangements will be agreed and reported to the next meeting of PAC in September 2026.

5.0 POLICY IMPLICATIONS

5.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services, or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

6.0 RISK ASSESSMENT

6.1 This report has been assessed to identify impacts on strategic risk management. No impact has been identified, either in relation to the strategic risks currently contained within the IJB's strategic risk register or the identification of any additional, emerging risks.

7.0 CONSULTATIONS

7.1 The Chief Officer, Acting Head of Strategic Services and the Clerk were consulted in the preparation of this report.

8.0 BACKGROUND PAPERS

8.1 None

Dave Berry
Chief Officer

DATE: 24 April 2026

Clare Lewis-Robertson
Lead Officer

Dundee Integration Joint Board

Strategic Risk Register

Last updated: 23 April 2026

Please refer to Dundee IJB Strategic Risk Management Framework for supporting information regarding risk identification, analysis and evaluation.

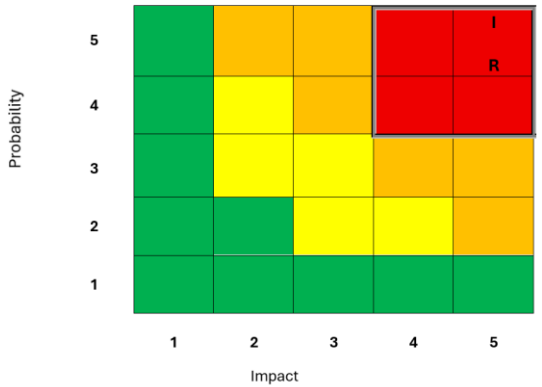
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Table 1: IJB Strategic Risk Register - Summary View						
Risk Ref.	Risk Title	Risk Score No Controls	Risk Score Controls	Appetite	Risk Level	Movement
1 IJB	**Financial Sustainability** There is a risk of the IJB being unable to maintain financial sustainability.	25	25	Outwith appetite	Extreme	<>
2 IJB	**Workforce Capacity** There is a risk of insufficient capacity and capability within the health and social care workforce to deliver the IJB's strategic priorities and shifts.	16	12	Within Appetite	High	<>
3 IJB	**Property Infrastructure** There is a risk of the configuration, condition and effective use of property being inadequate to support the delivery of integrated health and social care priorities.	20	20	Outwith appetite	Extreme	<>
4 IJB	**Public Sector Reform** There is a risk of significant volume and scale of public sector reform, both in the short and long-term.	20	16	Outwith appetite	Extreme	<>
5 IJB	**Increased Service Demand**	20	16	Outwith appetite	Extreme	<>

Table 1: IJB Strategic Risk Register - Summary View						
Risk Ref.	Risk Title	Risk Score No Controls	Risk Score Controls	Appetite	Risk Level	Movement
	There is a risk of unsustainable increased demand for health and social care services and supports due to changing sociodemographic of Dundee's population.					
6 IJB	**External Provider Sustainability** There is a risk of instability in the market of external providers of health and social care services and supports (third and independent sector).	16	12	Within appetite	High	<>
7 IJB	**Data Quality** There is a risk that data quality and availability is insufficient to full assess performance, outcomes and impacts to support whole systems decisions.	16	12	Within appetite	High	<>
8 IJB	**Digital Infrastructure** There is a risk of digital infrastructure being inadequate to support the delivery of modern	20	16	Outwith appetite	Extreme	<>

Table 1: IJB Strategic Risk Register - Summary View						
Risk Ref.	Risk Title	Risk Score No Controls	Risk Score Controls	Appetite	Risk Level	Movement
	integrated health and social care priorities.					
9 IJB	**Information Governance** There is a risk of information governance and security arrangements being inflexible to support the delivery of integrated health and social care priorities.	16	12	Within appetite	High	<>
10 IJB	**Engagement** There is a risk of the work of the IJB being insufficiently supported and informed by communication and engagement with stakeholders.	20	12	Within appetite	High	<>
11 IJB	**Whole System Collaboration** There is a risk of the co-ordination of whole system planning and commissioning being insufficient to enable integration of health and social care services and improve outcomes for people.	16	12	Within appetite	High	<>

Table 1: IJB Strategic Risk Register - Summary View						
Risk Ref.	Risk Title	Risk Score No Controls	Risk Score Controls	Appetite	Risk Level	Movement
	< > No change in risk exposure		↑ Increase in risk exposure		↓ Decrease in risk exposure	

Risk Ref: 1 IJB	Risk Title: Financial Sustainability	
Residual Score: Outwith appetite	**Risk Category:** Financial	**Risk Appetite:** Cautious
Risk Response: Reduce **Last Review:** February 2026 **Next Review:** June 2026	**Related to Achievement of Strategic Priority** Inequalities X Self-Care X Open Door X Planning Together X Workforce X Working Together X	

Risk Description:
There is a risk of the IJB being unable to maintain financial sustainability.

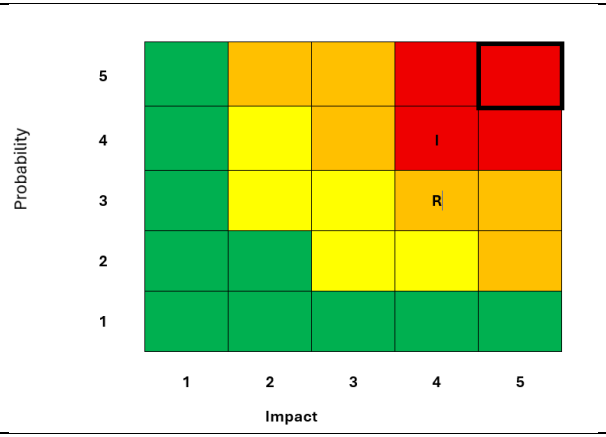
Key Contributing Factors:

- No provision made for demographic growth within 25/26 budget.
- Delayed delivery of savings and transformation proposals contained within the 25/26 budget.
- Ongoing restrictions on public sector funding impacting on budget settlements for Dundee City Council, NHS Tayside and, subsequently, the IJB.

Resulting in:

- Inability to deliver strategic priorities and shifts at scale and pace set out within IJB's Strategic Commissioning Framework.
- Poorer outcomes for people with health and social care needs, both in the short and long-term.
- Reputational damage associated with inability to deliver a balanced budget.
- IJB reserve levels have reduced below that set out within the Reserves Policy.
- Impact on financial viability of external providers (third and independent sector).
- Financial risk to Dundee City Council and NHS Tayside associated with risk sharing provisions within the Integration Scheme.

Current Mitigating Actions	Control Type
Financial monitoring systems and controls	Detective
Agreement of 2026/27 budget, including savings and transformation proposals	Corrective
2027/28 budget development process	Preventive
5-Year Financial Framework	Preventive
Transformation programmes	Preventive
Financial forecasting and analysis	Detective
Senior Management Team Budget Delivery Group	Preventive
Engagement with Council, NHS Tayside, Scottish Government and national networks	Detective / Preventive
Regular financial reporting aligned to management, partners and IJB	Preventive
Regular meetings of CFO with NHS Tayside and Dundee City Council Directors of Finance	Preventive
Planned Mitigating Actions	Control Type
Review of the IJB's Strategic Commissioning Plan, and subsequently the HSCP Delivery Plan	Directive

Risk Ref: 2 IJB	Risk Title: Workforce Capacity	
Residual Score: Within appetite	**Risk Category:** Workforce	**Risk Appetite:** Open
Risk Response: Reduce and Share **Last Review:** February 2026 **Next Review:** June 2026	**Related to Achievement of Strategic Priority** Inequalities Self-Care Open Door Planning Together Workforce X Working Together	

Risk Description:
There is a risk of insufficient capacity and capability within the health and social care workforce to deliver the IJB's strategic priorities and shifts.

Key Contributing Factors:

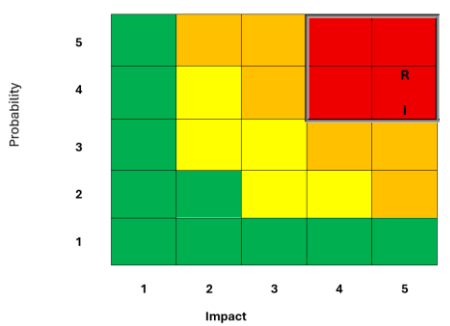
- Complex governance arrangements for the health and social care workforce undermines clarity of leadership and accountability.
- Financial sustainability challenges necessitate reduction in overall workforce numbers.
- inadequate capacity within senior leadership structure to effectively support workforce planning.
- Inadequate specialist workforce planning capability and capacity, including specialist modelling and projection capability and capacity (service demand and workforce).
- Inability to access workforce data from individual employers and to collate, analyse and report integrated workforce data (from NHS Tayside, Dundee City Council and commissioned services).
- Misalignment between health and social care priorities and those of employing organisations (NHS Tayside, Dundee City Council and third and independent sector).
- Policy and regulatory changes across multiple stakeholders (national, regional and local).

- Poor communication with stakeholders, including members of the workforce.
- Resistance to change from stakeholders, including members of the workforce.

Resulting in:

- Lack of capacity to deliver savings and transformation activity required to implement strategic priorities and shifts, and to support financial sustainability.
- High absence levels, low morale and poor health and wellbeing within the workforce.
- Poorer outcomes for people with health and social care needs, both in the short and long-term.

Current Mitigating Actions	Control Type
Implementation of Health and Care (Staffing) (Scotland) Act 2019	Detective
Enhanced focus on absence management	Corrective
Workforce plan, including action plan and risk register	Directive
Workforce wellbeing actions	Corrective
Clinical Care Governance Forum	Detective
Professional Leadership: nursing, AHP and social work	Preventive
Planned Mitigating Actions	Control Type
Actions within the Workforce Plan still to be delivered (Plan, Attract, Employ, Train, Nurture)	Corrective / Preventive

Risk Ref: 3 IJB	Risk Title: Property Infrastructure	
Residual Score: Outwith appetite	**Risk Category:** Performance / Quality	**Risk Appetite:** Cautious
Risk Response: Reduce and Share **Last Review:** February 2026 **Next Review:** June 2026	**Related to Achievement of Strategic Priority** Inequalities X Self-Care X Open Door X Planning Together X Workforce X Working Together X	

Risk Description:
There is a risk of the configuration, condition and effective use of property being inadequate to support the delivery of integrated health and social care priorities.

Key Contributing Factors:

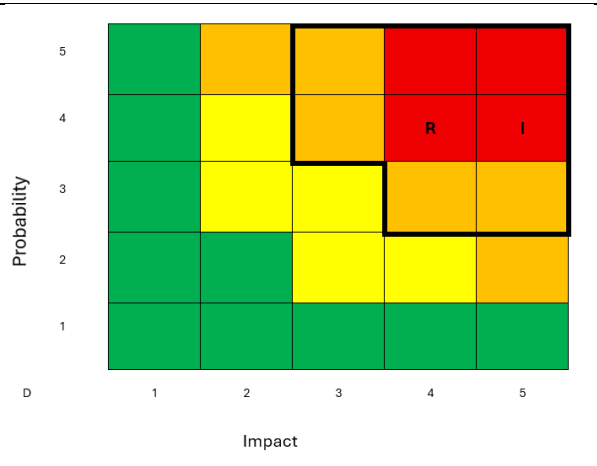
- Restrictions on access to capital funding via NHS Tayside and Dundee City Council for investment in both existing and new property developments.
- Financial sustainability challenges necessitate reduction in scale of property portfolio and maintenance programme in both NHS Tayside and Dundee City Council.
- Lack of dedicated workforce capacity to focus on implementation of property strategy and interface with corporate bodies.
- Property is not a delegated function to the IJB, therefore restricting levers and actions directly available to mitigate risks.
- Lack of integrated public sector property strategy for Dundee.

Resulting in:

- Underutilisation of some property with potential to support service integration and delivery - hotpots' include Kingsway Care Centre, Royal Victoria Hospital and Constitution House.
- Poor quality of service delivery and office environment for health and social care services / workforce, impacting on service user and workforce experience.

- Impact on staff morale within sites with significant maintenance issues.
- Inability to deliver strategic priorities and shifts at scale and pace set out within IJB's Strategic Commissioning Framework.
- Short-notice disruption to workforce when required to vacate office spaces, impacting on morale.

Current Mitigating Actions	Control Type
IJB Property Strategy	Corrective / Preventive
Remedial actions to address property maintenance at Kingsway Care Centre	Corrective
GP Property Strategy	Corrective / Preventive
Planned Mitigating Actions	Control Type
Scottish Government Whole System Planning requirements	Corrective / Preventive
SFT Workstream	Preventive

Risk Ref: 4 IJB	Risk Title: Public Service Reform	
Residual Score: Outwith appetite	**Risk Category:** Compliance / Legislative / Regulatory	**Risk Appetite:** Minimal
Risk Response: Reduce **Last Review:** February 2026 **Next Review:** June 2026	**Related to Achievement of Strategic Priority** Inequalities X Self-Care X Open Door X Planning Together X Workforce X Working Together X	

Risk Description:
There is a risk of significant volume and scale of public sector reform, both in the short and long-term.

Key Contributing Factors:

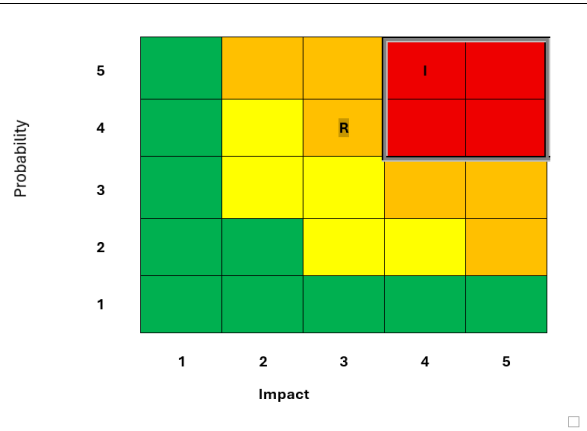
- Significant volume of ongoing national reform specifically focused on health and social care, including the establishment of the National Care Service Advisory Board and associated features of the Care Reform (Scotland) Act 2025
- Lack of clarity regarding the detail arrangements / requirements of new legislative, strategic and policy initiatives for health and social care.
- Insufficient capacity within the Partnership workforce to consistently and comprehensively identify and engage with consultation mechanisms informing national developments and reform.
- National consultation mechanisms are not considered to be robust (concerns regarding both methodologies and transparency / impact).
- Legislative and policy change outwith health and social care but that impacts on IJB functions does not always take sufficient account of the IJB governance arrangements.

- Changes have included a significant increase in reporting / oversight requirements, adding additional pressures into local systems.

Resulting in:

- Reactive, rather then proactive / planned, response to significant changes in national strategy and policy.
- National strategy and policy not sufficiently reflecting local needs and requirements, including the needs and preferences of people who use health and social care services.
- Potential for misalignment between national strategy and policy and local arrangements.
- Potential for breach of statutory duties or non-compliance with other regulatory frameworks or national oversight / reporting mechanisms.

Current Mitigating Actions	**Control Type**
Annual Delivery Plan for Dundee Health and Social Care Partnership	Corrective
Officer membership of range of national networks and professional bodies	Detective
Interface with NHS Tayside and Dundee City Council regarding communication of national legislative changes	Detective
Planned Mitigating Actions	Control Type
Ongoing review of the IJB's Strategic Commissioning Framework	Directive
Restructure of Strategic Planning and Business Support Team, including increased capacity at interface with national planning and policy arrangements	Preventive / Detective

Risk Ref: 5 IJB	Risk Title: Increased Service Demand	
Residual Score: Outwith appetite	**Risk Category:** Performance / Quality	**Risk Appetite:** Cautious
Risk Response: Reduce **Last Review:** February 2026 **Next Review:** June 2026	**Related to Achievement of Strategic Priority** Inequalities: X Self-Care: X Open Door: X Planning Together: Workforce: Working Together:	

Risk Description:
There is a risk of unsustainable increased demand for health and social care services and supports due to changing sociodemographic of Dundee's population.

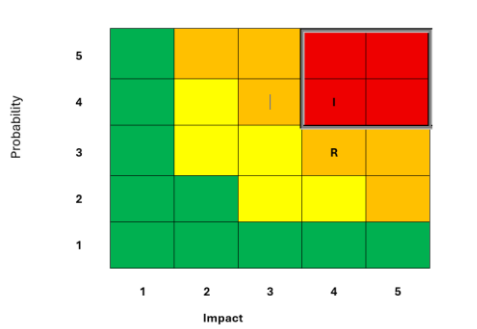
Key Contributing Factors:

- Key demographic factors include: ageing population and associated health needs (such as dementia), increased number of young people living into adulthood with complex health and care needs, diabetes and obesity.
- Cost of living continues to impact on both service users and workforce health and wellbeing.
- Members of the public consistently report challenges identifying and accessing relevant health and social care supports, leading to escalating need and crisis intervention.
- Lack of capacity, intelligence and analytical tools to undertake required needs and demand forecasting to facilitate effective forward planning.
- No financial provision with 2025/26 budget to meet additional costs associated with rising demand due to sociodemographic factors.

Resulting in:

- Inability to deliver strategic priorities and shifts at scale and pace set out within IJB's Strategic Commissioning Framework.
- Poorer outcomes for people with health and social care needs, both in the short and long-term.
- Widening health and wellbeing inequalities within Dundee's population.
- Impact on staff morale and wellbeing.

Current Mitigating Actions	Control Type
Focus on health inequalities within IJB Strategic Commissioning Framework and supporting strategic plans.	Directive
Inequalities focused initiatives – Health Inequalities Engine Room, Linlathen Local Fairness Initiative, Fairness Leadership Panel	Corrective
Targeted service provision	Corrective
Co-production and engagement with communities	Detective / Corrective
Commissioning investment in early intervention, direct access services to reduce escalation of need and support prevention within Mental Health and Learning Disability	Preventive
Transformation programmes	Preventive
Joint Strategic Needs Assessment and ongoing data analysis	Detective
Planned Mitigating Actions	Control Type
Ongoing review of the IJB's Strategic Commissioning Framework	Directive
Improvements to public information and access to services	Corrective
Dundee Partnership Whole Family Wellbeing Initiative	Corrective / Preventive

Risk Ref: 6 IJB	Risk Title: External Provider Sustainability	
Residual Score: Within appetite	**Risk Category:** Performance / Quality	**Risk Appetite:** Cautious
Risk Response: Reduce **Last Review:** February 2026 **Next Review:** May 2026	**Related to Achievement of Strategic Priority** Inequalities Self-Care Open Door Planning Together: X Workforce: X Working Together	

Risk Description:
There is a risk of instability in the market of external providers of health and social care services and supports (third and independent sector).

Key Contributing Factors:

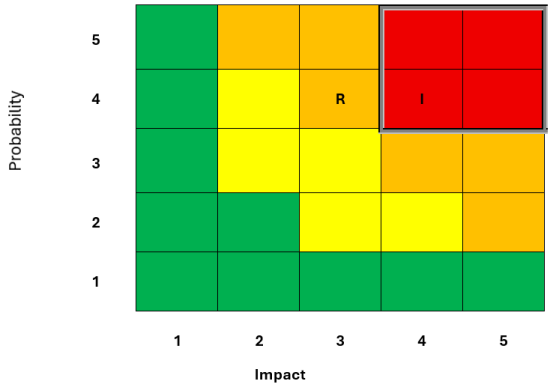
- Reduced public sector funding across the health and social care sector, resulting in financial pressures for external providers.
- Impact of IJB savings plans contained within 2025/26 budgets.
- Impact of inflation and other increased operating costs (such as changes to National Insurance Contributions).
- Challenges within the workforce market for providers, including recruitment and retention issues associated with terms and conditions.
- Changes to national immigration legislation and policy impacting workforce supply.
- Many levers to mitigate risk regarding external provider viability / sustainability are outwith the IJB's direct control and are part of national decisions and arrangements.

Resulting in:

- High number of providers reporting financial losses from 2024/25 onwards, and / or significantly reduced reserve levels.
- Short notice default / exit from contracts not considered to be financially viable resulting in disruption of service for service users.

♦ Potential unplanned closure of services, with possibility of limited alternative providers within the marketplace.

Current Mitigating Actions	**Control Type**
Social Care Contracts Team, including contract monitoring and provider relationship investment	Detective / Corrective / Preventive
Scottish Cares Lead role and co-ordinated engagement with providers	Detective / Corrective / Preventive
Engagement with national negotiation and engagement mechanisms (i.e. Scotland Excel)	Detective / Preventative
Fair Work developments	Preventative
Planned Mitigating Actions	Control Type
Development of provider risk assessment framework and register	Detective
IJB Strategic Funding Review to take place during 2026/27	Detective / Corrective / Preventive

Risk Ref: 7 IJB	Risk Title: Data Quality	
Residual Score: Within appetite	**Risk Category:** Performance / Quality	**Risk Appetite:** Cautious
Risk Response: Reduce **Last Review:** February 2026 **Next Review:** May 2026	**Related to Achievement of Strategic Priority** Inequalities: X Self-Care: Open Door: Planning Together: X Workforce: Working Together:	

Risk Description:
There is a risk that data quality and availability is insufficient to full assess performance, outcomes and impacts to support whole systems decisions.

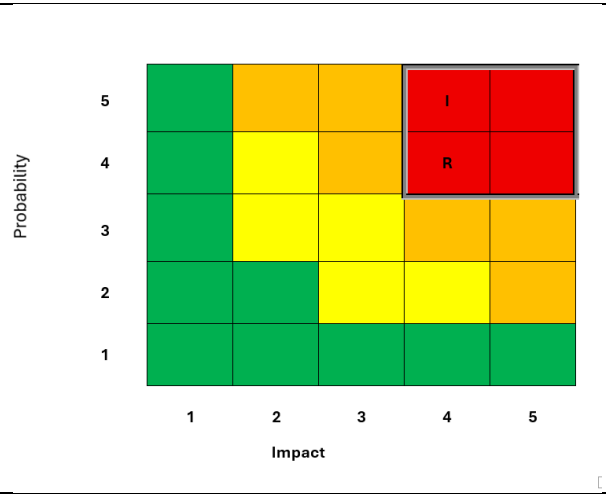
Key Contributing Factors:

- Reduction in overall workforce capacity, particularly admin and clerical capacity, reducing focus on accurate maintenance of information systems.
- Overly complex processes and recording systems which do not enable accurate recording of information.
- Lack of management and leadership capacity to exercise effective oversight of data quality issues.
- Lack of investment in tools to enable collation and viewing of data across the wider system and encourage access, oversight and focus on data quality.
- Lack of culture of shared ownership / responsibility for data quality.
- Some aspects contributing to this risk are not delegated functions to the IJB (including some admin and clerical support and digital functions), therefore limiting levers and actions directly available to mitigate impacts.

Resulting in:

- Limited and / or unreliable data being available to inform service and strategic planning and performance and quality monitoring.
- Inability to accurately and rapidly identify service users to inform resilience responses.
- Potential workforce risk due to inaccurate information relating to safety and lone working.
- Loss of income to the Partnership due to inaccurate / missed charging for services, contributing to financial sustainability risks.
- Potential reputational risk of publication / provision of inaccurate data.
- Additional capacity being required to continuously monitor and manage data quality issues including the preparation of statutory information returns, redirecting resource from tasks more directly associated with delivery of strategic priorities and shifts.

Current Mitigating Actions	**Control Type**
Review of health and social care billing processes.	Detective / Corrective
Data quality reports regularly produced and provided to some teams	Detective
Data quality checks completed prior to submission of statutory returns	Corrective
Planned Mitigating Actions	Control Type

Risk Ref: 8 IJB	Risk Title: Digital Infrastructure	
Residual Score: Outwith appetite	**Risk Category:** Performance / Quality	**Risk Appetite:** Cautious
Risk Response: Reduce and Share **Last Review:** February 2026 **Next Review:** June 2026	**Related to Achievement of Strategic Priority** Inequalities Self-Care Open Door X Planning Together X Workforce X Working Together	

Risk Description:
There is a risk of digital infrastructure being inadequate to support the delivery of modern integrated health and social care priorities.

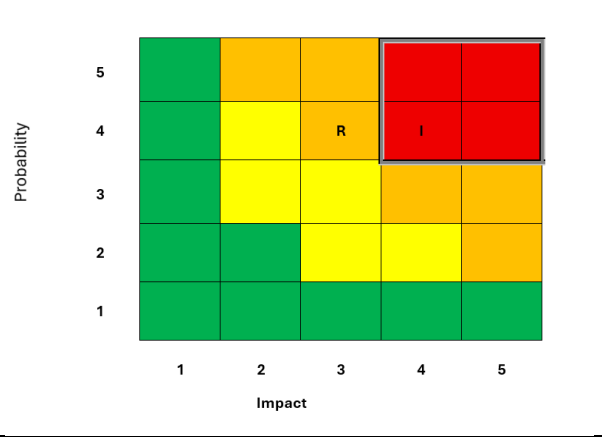
Key Contributing Factors:

- Number and complexity of IT systems, and lack of interoperability of digital systems.
- Financial sustainability challenges necessitate reduction in scale of digital developments and maintenance programme in both NHS Tayside and Dundee City Council.
- Lack of dedicated workforce capacity and capability to focus on implementation digital developments within the HSCP.
- Digital is not a delegated function to the IJB, therefore restricting levers and actions directly available to mitigate risks.
- Lack of digital delivery plan to bridge the gap between digital strategies of Dundee City Council and NHS Tayside, and support implementation in integrated functions.
- Lack of integrated public sector digital strategy for Dundee.

Resulting in:

- Use of inefficient manual process and / or workarounds by the workforce (eg double input to both social work and health professionals' systems.)
- Reputational damage both from a public and employer of choice perspective / loss of credibility due to inability to keep-up with modern digital expectations.
- Inefficiencies detract from capacity available to deliver strategic shifts and priorities at scale and pace described within IJB's Strategic Commissioning Framework.
- Impact on staff morale and wellbeing.
- Impact on service user experience, including initial access to services and need to share information multiple times with different services / teams.
- Impact on ability to effectively co-ordinate integrated information sharing and working resulting in potential for poorer outcomes for people with health and social care needs.

Current Mitigating Actions	**Control Type**
Digital Strategy Group with representation from NHS Tayside and Dundee City Council	Corrective / Preventive
Participation in Digital Maturity Assessment process being led by Dundee City Council	Detective
Planned Mitigating Actions	Control Type
Digital Delivery Plan	Corrective / Preventive
Increase in digital implementation and workforce development capacity within the HSCP workforce	Corrective
Investment of Transformation monies to fund digital developments for Community Nursing and other community-based services.	Corrective

Risk Ref: 9 IJB	Risk Title: Information Governance	
Residual Score: Within appetite	**Risk Category:** Performance / Quality	**Risk Appetite:** Cautious
Risk Response: Reduce and Share **Last Review:** February 2026 **Next Review:** May 2026	**Related to Achievement of Strategic Priority** Inequalities Self-Care Open Door Planning Together X Workforce X Working Together	

Risk Description:
There is a risk of information governance and security arrangements being inflexible to support the delivery of integrated health and social care priorities.

Key Contributing Factors:

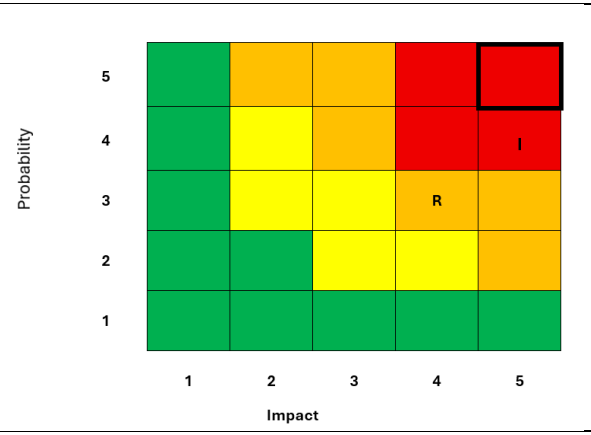
- Different information governance and security risk tolerance and standards in place within Dundee City Council and NHS Tayside.
- Workforce employment arrangements are barrier to staff accessing information required to fulfil their roles.
- Increasing number of Subject Access Requests, Freedom of Information requests and complaints activity related to information governance issues, without specific workforce capacity to respond to this.
- Changes to digital systems have impacted on ability to share and store information in a secure but accessible way.
- Increase in cybersecurity threats experienced across the public sector.

Resulting in:

- Impact on workforce morale.

- Inability to share information in an efficient and effective way, redirecting resource from tasks more directly associated with strategic priorities and shifts.
- Delays in responding to information requests, with associated reputational impact and risks of regulatory action.
- Risk averse behaviours and practices which in themselves limit information sharing and quality of services / response to health and social care needs.

Current Mitigating Actions	Control Type
Approval of information sharing protocol between Dundee City Council and NHS Tayside for Dundee HSCP	Directive / Preventive
Regular management reporting of performance against statutory requirements	Detective
Information governance learning and development resources and guidance	Preventive
Planned Mitigating Actions	Control Type

Risk Ref: 10 IJB	Risk Title: Engagement	
Residual Score: Within appetite	**Risk Category:** Reputational	**Risk Appetite:** Open
Risk Response: Reduce **Last Review:** February 2026 **Next Review:** May 2026	**Related to Achievement of Strategic Priority** Inequalities Self-Care Open Door Planning Together X Workforce X Working Together X	

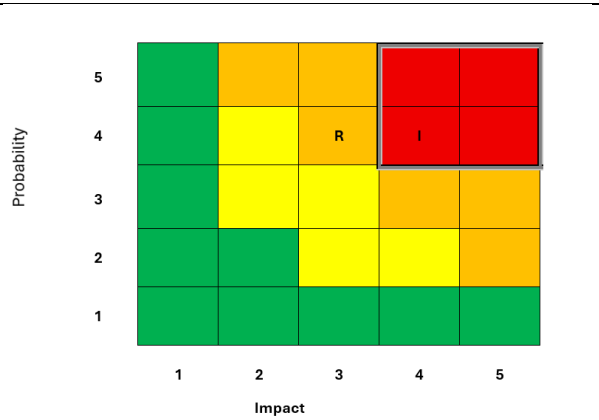
Risk Description:
There is a risk of the work of the IJB being insufficiently supported and informed by communication and engagement with stakeholders.

- Key Contributing Factors:
- Workforce capacity and capability to plan and deliver communication and engagement across all relevant functions and with all stakeholders.
- Restricted capacity of stakeholders to participate in communication and engagement processes, including service users and members of the public (competing priorities).
- Multiple needs and requirements to ensure that processes and materials are effective and accessible for all stakeholders (one size fits all approach is not sufficient).
- Insufficient acknowledgement and support of contributions, particularly from those participating on an unpaid basis.
- Communication is not a delegated function to the IJB, therefore restricting levers and actions available to directly mitigate risks.
- Limited visibility of IJB members and other leaders across all stakeholder groups.

Resulting in:

- Strategic plans and service developments being ineffective in meeting local needs and preferences, resulting in poorer outcomes for people with health and social care needs.
- Reduced confidence and credibility of the IJB with stakeholders.
- Lack of realistic and shared expectations relating to strategic priorities and shifts, as well as availability and quality on services and supports.
- Potential challenges to decisions made by the IJB that were not properly informed by engagement and understanding of needs and impacts.

Current Mitigating Actions	**Control Type**
Focused engagement activity in place across a number of key processes / services - strategic plan, budget development, carers strategic plan, mental health and wellbeing strategic plan.	Preventive
Joint work with Dundee Partnership, Dundee City Council and NHS Tayside to make best use of all available engagement information.	Corrective
Revision of arrangements for lived experience representation at IJB and SPAG.	Preventive
Support available from Healthcare Improvement Scotland to support engagement in relation to service change.	Preventive
Participation in Area Partnership Forums and other mechanisms to support workforce communication and engagement	Preventive
IJB visits to health and social care teams and services	Preventive
Planned Mitigating Actions	Control Type
Implementation of approach to service user and carer representative recruitment, support and development for the IJB.	Preventive / Corrective
Restructure of Business Support and Strategic Planning Team, including increased capacity to support communication and engagement	Corrective
Implementation of improvement areas to support fulfilment of Children's Rights Duties, including Voice focused actions	Preventive / Corrective

Risk Ref: 11 IJB	Risk Title: Whole System Collaboration	
Residual Score: Within appetite	**Risk Category:** Performance / Quality	**Risk Appetite:** Cautious
Risk Response: Reduce and Share **Last Review:** February 2026 **Next Review:** May 2026	**Related to Achievement of Strategic Priority** Inequalities Self-Care Open Door Planning Together Workforce Working Together: X	

Risk Description:
There is a risk of the co-ordination of whole system planning and commissioning being insufficient to enable integration of health and social care services and improve outcomes for people.

Key Contributing Factors:

- Scale and complexity of network of relevant health and social care and community planning partners, including complexity of governance arrangements for health and social care.
- Limited strategic commissioning and planning capacity within the HSCP and other partner organisations.
- Differing planning requirements and processes used by different partners, driven by legislative requirements and national policy, funding and reporting arrangements.
- Differing cultures and priorities across partner organisations.
- Redesign of Mental Health and Learning Disability Services under the Whole System Change Programme and related scrutiny reports.

Resulting in:

- Inability to deliver strategic priorities and shifts at scale and pace set out within IJB's Strategic Commissioning Framework
- Poorer outcomes for people with health and social care needs, both in the short and long-term

- Impact on service user experiences of service delivery.
- Inefficient use of total public sector resource due to duplication of effort and / or conflicting plans and unintended consequences.
- Increased potential for disintegration of health and social care services.

Current Mitigating Actions	Control Type
Participation in joint strategic planning groups for health and social care	Preventive
SPAG as key site for co-ordination of planning	Preventive
Participation in Community Planning Partnership	Preventive
Representation on national groups that influence planning arrangements and requirements (i.e. HSCS)	Preventive
Visibility and governance in relation to Tayside-wide Mental Health and Learning Disability Whole System Change Programme	Detective
Influence the delivery of new models of care and whole system change programme to promote & safeguard better outcomes	Preventive
Participation in Protecting People Committees	Preventive
Planned Mitigating Actions	Control Type
Ongoing review of the IJB's Strategic Commissioning Framework	Detective
Participation of Chief Officer and others in Mental Health WSPC and work to develop single mental health strategic plan for Tayside	Preventive / Corrective
Explore collaborative opportunities with other partners including Angus and Perth & Kinross IJBs	Corrective
Continued focus on strengthening participation in and work of the SPAG	Corrective
Restructure of Strategic Services, including increased capacity at interface with national planning and policy arrangements	Corrective

Table 2: Overview of Changes in Risk Scoring													
Risk	**Risk Title**	**Inherent Risk**	**Feb 26**	**Mar 26**	**Apr 26**	**May 25**	**Jun 26**	**Jul 26**	**Aug 26**	**Sep 26**	**Oct 26**	**Nov 26**	**Dec 26**
1 IJB	Financial Sustainability	**25**	**25**	**25**									
2 IJB	Workforce Capacity	**16**	**12**	**12**									
3 IJB	Property Infrastructure	**20**	**20**	**20**									
4 IJB	Public Sector Reform	**20**	**16**	**16**									
5 IJB	Increased Service Demand	**20**	**16**	**16**									
6 IJB	External Provider Sustainability	**16**	**12**	**12**									
7 IJB	Data Quality	**16**	**12**	**12**									
8 IJB	Digital Infrastructure	**20**	**16**	**16**									
9 IJB	Information Governance	**16**	**12**	**12**									
10 IJB	Engagement	**20**	**12**	**12**									
11 IJB	Whole System Collaboration	**16**	**12**	**12**									

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