



**REPORT TO:** East Lothian Audit & Risk Committee

**MEETING DATE:** 8 March 2023

**BY:** Chief Finance Officer

**SUBJECT:** Risk Register - update

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## **1 PURPOSE**

1.1 This paper lays out the IJB's risk register.

## **2 RECOMMENDATIONS**

2.1 The Committee is asked to:

- i. Note the risks on the current risk register; and
- ii. Consider if any further risks should be added to the register

## **3 BACKGROUND**

3.1 As a key part of its governance process the IJB maintains a risk register. This risk register examines the risks that impact on the business of the IJB itself and not the operational risks that the IJB's partners manage unless those risks are considered so significant that they could impact on the business of the IJB – that is impact on the ability of the IJB to deliver its strategic plan.

3.2 The current version of the risk register is attached. As agreed at the Audit & Risk Committee June 2022 meeting risks with a score of 12 and above are routinely reported with the full risk register presented on an annual basis. Since the last meeting the following should be considered

- Risk 5045 – COVID 19 – given the controls in place recommending a reduced risk rating to 8 and recommending this risk be removed from the IJB strategic risk register.
- Risk 5486 – Council Finance Department staffing issues – this risk has been reworded in line with Council feedback and the ongoing staffing issues within the Finance department and

arrangements in place to support. Risk rating has been reduced because of this to 8.

- Risk 3924 - Financial resources may be insufficient to sustain the Strategic Plan – this risk has been increased to 16 given the uncertainty surrounding Partners budget offers to the IJB for next year. The controls have also been updated.
- Within East Lothian Councils corporate risk register there is a significant risk regrading homelessness and should the IJB Audit & Risk Committee consider this for inclusion on the IJBs risk register given the impact this has on supporting delayed discharge and the delivering the transformation work of the IJB.

3.3 Members are asked to consider if there are additional risks that require to be added to the register and consider if the management actions identified against these current risks provide assurance that these risks are being appropriately managed.

#### **4 ENGAGEMENT**

4.1 The IJB makes its papers and reports available on the internet

#### **5 POLICY IMPLICATIONS**

5.1 This paper is covered within the policies already agreed by the IJB.

#### **6 INTEGRATED IMPACT ASSESSMENT**

6.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy

#### **7 DIRECTIONS**

7.1 The subject of this report does not affect the IJBs directions or require a new direction to be issued.

#### **8 RESOURCE IMPLICATIONS**

8.1 Financial – None

8.2 Personnel – None

8.3 Other – None

## 9 BACKGROUND PAPERS

9.1 None

<b>AUTHOR'S NAME</b>	Claire Flanagan
<b>DESIGNATION</b>	Chief Finance Officer
<b>CONTACT INFO</b>	Claire.flanagan@nhslothian.scot.nhs.uk
<b>DATE</b>	March 2023

### Appendices

1. Risk Rating Matrix
2. Risk Register



## Appendix 1- Risk Rating Matrix (DATIX)

Likelihood	Consequences / Impact				
	Negligible	Minor	Moderate	Major	Extreme
<b>Almost Certain</b>	Medium 5	High 10	High 15	V High 20	V High 25
<b>Likely</b>	Medium 4	Medium 8	High 12	High 16	V High 20
<b>Possible</b>	Low 3	Medium 6	Medium 9	High 12	High 15
<b>Unlikely</b>	Low 2	Medium 4	Medium 6	Medium 8	High 10
<b>Rare</b>	Low 1	Low 2	Low 3	Medium 4	Medium 5



ID	Title	Description	Controls in place	Risk level (current)	Rating (current)	Risk level (Target)	Rating (Target)	Risk Owner	Handler	Date Opened	Date Risk Reviewed	Description	Progress	Start date	Due date	Done date
5045	COVID-19	There is a risk that the IJB will not be able to deliver against its objectives, its strategic plan and deliver financial balance against its budget due to COVID-19 and the response to this.	1. IJB Board/Committee meetings now operating in a virtual manner. 2. Controls in place within HSCP to evidence the response. 3. IJB Members are briefed on challenged as they present.	High	15	Medium	8	Wilson, Fiona M	Gorman, Iain	11/05/2020	18/11/2022	COVID-19 Response	IJB Chief Officer and Head of Operations actively part of East Lothian Council COVID-19 CMT Meeting and NHS Lothian Gold Command Meetings. 01/06/21: These meetings vary depending on the COVID response required. NHS Lothian Gold Command is currently stood down. 15/8/22 - Services continue to consider impact of the COVID 19 in the development of the strategic goals for service. COVID 19 will remain as a risk for the IJB until 2023 while we wait to see if there will be a change with regard to the pandemic which will have a wider affect on our services.  1/9/22 - COVID risk is reducing but will be kept on the register until March 23 giving risk of re-occurrence  18/11/22 - Risk likelihood reduced	11/05/2020	31/03/2023	
5220	Demographic Pressures	There is a risk that because the population of East Lothian has increased over the past few years, the projections predict a further increase. Because of this the pressure is further compounded by the percentage of that population over the age of 65 will also increase from the current position. This will lead to increased demand for the health and social care services in East Lothian that have been delegated to the IJB.	This will be managed through the IJB's Strategic Planning processes.  Change boards should be operating with recognition of demographic changes within the area.	High	16	Medium	9	Wilson, Fiona M	Wilson, Fiona M	20/08/2021	18/11/2022	Community Transformation provisioning work  Strategic delivery  Primary Care Overview	Gillian Neil leading with an April 2024 timescale  Laura Kerr leading with a timescale of April 2023  Primary Care GM working with NHS Lothian practice capital requirements. IJB officers working with ELC officers on large population change plans (e.g. Blindwells)	01/09/2022  01/09/2022  18/11/2022	31/03/2023  31/03/2023	
3924	Financial resources may be insufficient to sustain the Strategic Plan	There is a risk that the financial challenges faced by the NHS and East Lothian Council will result in allocations to the IJB that do not allow the Strategic Plan to be delivered leading to the failure to achieve outcomes and targets.	1. Financial assurance process carried out by IJB 2. Engagement of IJB Officers and members in NHS and Council budget setting processes 3. Regular financial monitoring reports to IJB 4. Scheme of Integration risk sharing and dispute resolution processes 5. IJB Chief Finance Officer in post 6. Strategic Planning Group in place 7. Efficiency and recovery plans are developed in year by operational teams to "break even". 8. There is a programme of meetings and discussion between IJB, Council and Health Board leading to an IJB financial planning process being approved by the IJB and supported by Council and Health Board 9. The IJB take a lead role in policy decisions to support the Financial Plan. 10. Developed a longer term rolling financial plan for the IJB. 11. IJB now holds a general reserve.	High	16	Medium	9	Wilson, Fiona M	Flanagan, Claire	26/02/2016	18/11/2022	Development of a longer term rolling financial plan for the IJB  IJB budget offer from Partners	This went to IJB in June 2019 and was accepted. 23/11/20: A further update of the IJB rolling financial plan was presented to the IJB in October 2020. This iteration of the plan will require to be refined once clarity on the impact COVID-19 has on the IJB delegated functions moving forward. 13/06/2022 Through the routine financial monitoring reported to the IJB the future year financial projections and challenges have been shared 18/11/2022 - An IJB financial plan has been developed and due to be presented to the IJB at its meeting on 8/12/2022  IJB financial plan presented to IJB meeting on the 8th December 2022 IJB budget development session ran during January 2023 following the financial plan and associated financial gaps- CF 14/2/23	16/05/2019  14/02/2023	31/12/2022  31/03/2023	20/02/2023
5279	Impact of National Care Service Proposals	There is a risk that the NCS consultation could have a significant impact on the IJB, indeed the IJB could be replaced by a new body.		High	12	High	12	Wilson, Fiona M	Wilson, Fiona M	29/11/2021	18/11/2022	Scottish Government	CO engaging with the Scottish Government and inputting to the consultation - 16/8/22	15/08/2022	31/03/2023	

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4018	Impact of Partners' Decisions	There is a risk that Partners reach decisions on priorities and services (including service reviews) that impact negatively on the UB leading to an inability to deliver the Strategic Plan	1. Involvement of UB membership in the Partners' decision making process including voting members and Officers 2. Involvement in Partners' service reviews 3. Good working relationships and regular formal /informal meetings 4. Participation in MSG self-evaluation to inform improvement actions for better partnership working.	High	12	Medium	9	Wilson, Fiona M	Wilson, Fiona M	17/06/2016	18/11/2022	Clarity and monitoring of directions	Action extended to cover the period April 2017 to March 2018. 16/05/19 directions for 2019-2020 currently in review. 23/12/19: Directions agreed at IJB on 31/10/19 - ongoing action. 17/1/20: Directions being finalised for publication. 25/02/20: Directions (including links) will be taken to the Core and Extended CMT on 18th March. 26/02/2021: Development Session ran on the 27th Aug 2020 on Directions, the fitness of purpose of the current directions, the potential impact of Covid on directions, how direction will support remobilisation plans locally and nationally. A paper on Directions following this session was presented to the IJB at the September business meeting of the IJB.	03/04/2017	31/03/2023	
4947	NHSL Recovery Plan	There is a risk that the EL IJB will not provide satisfactory services due to acute waiting times, delayed discharges and mental health. There is a risk that we will fail to meet the 4 hour performance target for unscheduled care which could mean that patients fail to receive appropriate care due to volume and complexity of patients, staffing, lack and availability of beds, lack of flow leading to a delay to first assessment, a delay in diagnosis and therefore in treatment for patients and a reputational risk for the organisation. Scottish Government has escalated these risks to Level 3 & 4.	1. Extra capacity available in ELCH. 2. Winter Plan 3. Chief Officer on Recovery Board for Unscheduled Care and MH/LD. 4. NHSL Project Management support has been recruited. 5. Proactive teams are managing the situation on a daily basis. 6. Contribute to tele-conferencing.	High	16	High	12	Wilson, Fiona M	Wilson, Fiona M	19/12/2019	16/08/2022	Involvement in a Collaborative Approach with all 4 IJB's	25/02/20: (1) Remits of groups and sub-groups in place (2) Operational delivery groups established and attended appropriately. 26/02/2021: Paper on the NHSL recovery programme was presented to the A&R Committee in March 2021. Committee has asked to receive regular updates.	07/01/2020	31/12/2020	16/08/2022
3925	Operational resources may be insufficient to deliver the Strategic Plan	There is a risk that the IJB fails to achieve its targets due to insufficient access to key services and resources e.g. General Practice, Care at Home, Care Homes, Health Visiting, Housing, acute services etc leading to failure to deliver the Strategic Plan resulting in risk to patients' and clients' safety, external review and reputational damage	1. The Strategic Plan sets out clear priorities 2. IJB directions are clear about actions required by NHS and Council 3. The Partnership Management Team is focused on ensuring adequate resources are in place for delegated functions to deliver the Strategic Plan 4. NHS Lothian is focused on ensuring adequate resources are in place for set-aside and hosted functions to deliver the Strategic Plan 5. NHS Lothian and East Lothian Council are focused on ensuring adequate resources are in place for non-delegated but related functions (e.g. housing), to deliver the Strategic Plan 6. Quarterly Performance Report to IJB and scrutiny by the Audit and Risk Committee. 7. Care at Home contracts in place. 8. Use of Integrated Care Fund to increase capacity and improve terms and conditions. 9. Use Primary Care Transformation Fund to improve access in west of county. 10. Joint Workforce Plan approved and in place at IJB on 23/5/19. 11. Financial investment in additional capacity	High	12	Medium	6	Wilson, Fiona M	Wilson, Fiona M	26/02/2016	18/11/2022	Strategic Development	New strategic plan being developed which will set new directions. Plan will be completed by December 2022 and risk will require review after this time - 1/9/22	16/08/2022	31/12/2022	