



REPORT TO: East Lothian Integration Audit & Risk Committee

MEETING DATE: 3 December 2024

BY: Interim Chief Finance Officer

SUBJECT: Quarter 3 Risk Register

1 PURPOSE

1.1 This paper presented the quarter 3 risk register for the IJB.

2 RECOMMENDATIONS

2.1 The Audit & Risk Committee is asked to:

- i. Note the updates made to the register since the last meeting;
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 IJB's risk register is reviewed on a regular basis along with the HSCP's risk register. The formal review is scheduled for 27th November which is too late to allow for the preparation of this paper. However, the Interim CFO has reviewed the register and does not, at this time, have any further changes to the quarter 2 report. If further issues arise at the formal review on 27th November this will be raised at this committee.

3.3 That said the Committee should consider –

- The Interim CFO will leave on 6 December 2024. At this time there is no replacement identified for this role although the Partners have been in dialogue as to a resolution to this and the IJB's Integration Scheme is clear that the responsibility for the provision of a suitable CFO for the IJB lies with the Partners. This is a clear risk for the IJB and the committee should consider if such a risk is added to the risk register.
- At the last meeting it was agreed to increase the risk level arising for the impact on the IJB from the Scottish Government's National Care Service Bill. Current information suggest that this Bill will be postponed further and although the immediate risk has diminished the remains a significant impact of the NCS on the IJB, the details of which, at this time, remain unclear.

3.4 There remain two risks with a rating of 20 (the highest level). These are 3924 – 'Financial Resources may be insufficient to sustain the Strategic Plan and 3925 – 'Operational Resources may be insufficient to deliver the Strategic Plan'. This is the same as the 2024/25 Q2 risk register consider by the committee at its September meeting.

3.5 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 holds its meetings in public and makes its papers publicly available.

5 POLICY IMPLICATIONS

5.1 There are no policy implications in this report.

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 There are no new directions nor amendments to the current directions required by this report.

8 RESOURCE IMPLICATIONS

8.1 Financial – None

8.2 Personnel – None

8.3 Other – None

9 BACKGROUND PAPERS

9.1 None.

Appendix: Extract of Quarter 3 Risk Register

AUTHOR'S NAME	David King
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DATE	26 November 2024

ID	Risk Owner	Handler	Title	Description	Controls in place	Risk level (current)	Risk level (Target)	Date Opened	Date Risk Reviewed	Review date	Close Date
5486	Wilson, Fiona M	King, David	Accurate financial forecasting	There is a risk we don't get sufficient accurate financial forecasting from the systems in place. Monitoring in place while things progress over the year	1 - The Scheme of Integration 2 – Recruitment for permanent IJB CFO in progress 3 – Monthly financial reporting 4 - Attendance at Financial Overview	Medium	Medium	18/11/2022	22/08/2024	27/11/2024	
5220	Wilson, Fiona M	Hood, David	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. Commissioned Cap Gemini to access future demand on care at home services. Closer links with public health to understand our demographics better.	High	Medium	20/08/2021	22/08/2024	27/11/2024	
3924	Wilson, Fiona M	King, David	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 sub optimal the failure to achievement of outcomes and targets. 2024/25 budget offers from partners accepted by IJB at March 2024 meeting	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. 12. IJB set a balanced budget at its March 2024 meeting. 13. Regular reports will be presented to the IJB updating the financial position in year.	Very High	High	26/02/2016	22/08/2024	27/11/2024	
5279	Wilson, Fiona M	King, David	Impact of National Care Service Proposals	The IJB is mindful of the development of the NCS legislation and the impact this may have.		High	High	29/11/2021	22/08/2024	27/11/2024	
4018	Wilson, Fiona M	Hood, David	Impact of Partners' Decisions	There is a risk that Partners reach decisions on priorities and services (including service reviews) that impact negatively on the IJB leading to an inability to deliver the Strategic Plan Due to the financial position and the impact of decisions being made could have a negative impact on delivery of the strategic plan.	1. Involvement of IJB 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. 5. Attendance and participation at the NHSL Board meetings 6. Attendance and participation at governance meetings 7. Directions agreed for 2024/25 IJB at the July 2024 meeting.	High	Medium	17/06/2016	22/08/2024	20/11/2024	
3925	Wilson, Fiona M	King, David	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, Community Pharmacy, Care at Home, Care Homes, Health Visiting, Housing, acute services, MH 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. Joint Workforce Plan approved and in place at IJB on 23/5/19. 10. Financial investment in additional capacity	Very High	Medium	26/02/2016	22/08/2024	27/11/2024	

