



**MINUTES OF THE MEETING OF THE
EAST LOTHIAN INTEGRATION JOINT BOARD
AUDIT & RISK COMMITTEE**

**TUESDAY 13 SEPTEMBER 2022
VIA DIGITAL MEETINGS SYSTEM**

1

Committee Members Present:

Ms E Gordon
Ms F Ireland (Chair)
Councillor L Jardine
Mr D Binnie (NV)

Officers Present:

Ms C Cockburn
Ms C Flanagan
Ms S O’Kane
Mr D Stainbank
Ms F Wilson

Others Present:

Mr P Murray, Chair of the IJB
Ms G Woolman, Audit Scotland
Ms E Scoburgh, Audit Scotland

Clerk:

Ms F Currie

Apologies:

None

Declarations of Interest:

None

Peter Murray, Chair of the East Lothian Integration Joint Board, made a statement on the sad passing of Her Majesty Queen Elizabeth. He paid tribute to her tremendous life of service to her country, observing that she was someone who deserved the utmost respect. He said that everyone would have their own particular recollections of the Queen and he invited those present to pause for a moment of silent reflection before the commencement of the meeting.

1. MINUTES OF THE EAST LoTHIAN IJB AUDIT AND RISK COMMITTEE MEETING OF 29 JUNE 2022 AND MATTERS ARISING

The minutes of the East Lothian IJB Audit and Risk Committee meeting held on 29th June 2022 were approved.

Matters Arising:

David Binnie explained that his comments during item 6 were actually in relation to an earlier agenda item but they were also relevant to the risk register. He said he had lost his connection to the meeting during the earlier item and this was why his comments had been made later in the meeting. He asked about the procedure adopted when a committee member drops out of the online meeting. The Clerk advised that the meeting would be paused only where a member dropping out meant that the committee was no longer quorate. In such cases, the business would be paused until the member had rejoined the meeting.

2. 2021/22 AUDITED ANNUAL ACCOUNTS

A report was submitted by the Chief Finance Officer presenting the IJB's annual accounts for 2021/22.

Claire Flanagan presented the report. She outlined the key sections of the accounts including the management commentary, statement of responsibilities, remuneration report, annual governance statement and the comprehensive income and expenditure statements. She summarised some of the key pressures faced during the year and provided details of the year-end underspend, the significant increase in reserves and the reasons for this. She reminded members that the annual assurance statement, agreed at the Committee's June meeting and included in the accounts, had provided an assessment of 'reasonable assurance' along with some actions for improvement. Her finance report to the IJB meeting on 15th September would provide an update on progress with these actions. In the meantime, she commended the accounts to the Committee and confirmed that, once approved, they would be signed by the relevant officers.

Ms Flanagan responded to questions from members on the reserves balance and ongoing COVID-related costs. She confirmed that the reserves target of 2% (approximately £3.5m – £4m) was based on the general reserve figure, and that this was currently sitting at £4.8m. For COVID-related costs, she reminded members that she continued to submit regular returns to the Scottish Government and that further information on estimated costs for the current year would be contained in her report to the IJB later in the week. Current projections were sitting at just over £4m and most of this related to the additional wards in use at the Community Hospital. In addition, significant exit-planning had been undertaken to identify alternative funding sources for

services put in place during COVID which the IJB would like to see continue in future years. However, gaps in funding remained and further work would be required.

Both the Chair and Mr Murray, referred to correspondence from the Scottish Government, received recently, which sought to reclaim unused COVID funding from IJBs. The Chair asked if this would delay the approval of the 2021/22 accounts. Gillian Woolman, Audit Director from Audit Scotland, stated that the letter may be a non-adjusting post balance sheet event. While this would not require any adjustment to the figures in the accounts, it would require the addition of a narrative sentence within the management commentary. She said that she would discuss this in detail with Ms Flanagan after the meeting.

A vote was taken by roll call and the recommendations were unanimously approved.

Decision

The Committee agreed:

- i. To approve the IJB's Audited Annual Accounts for 2021/22, subject to a clarification from Audit Scotland; and
- ii. that the IJB's Annual Accounts for 2021/22 were to be signed electronically on behalf of the IJB by the Chair, the Chief Officer and the Chief Finance Officer.

3. INDEPENDENT AUDITOR'S REVIEW OF THE ANNUAL ACCOUNTS

a. AUDIT SCOTLAND ISA 260 LETTER TO THOSE CHARGED WITH GOVERNANCE OF THE EAST LoTHIAN IJB

A letter was submitted by Ms Woolman confirming that Audit Scotland's audit work was complete and that there were no unadjusted misstatements to draw to their attention. She highlighted the opinion of the auditors, which was that the statements provided a true and fair view in respect of the financial position at year end and outlined other information contained within the Appendix relating to the process of the audit and confirmed that there were no areas to report by exception. She referred again to the recent communication from the Scottish Government and the requirement for further discussion and clarification, as well as the addition of a sentence to the narrative within the accounts but no change to the figures.

In response to a question from Mr Murray regarding the recent Scottish Government letter, Ms Woolman stated that she would not expect the Government to contact or advise directly those undertaking external audit work.

3b. EAST LoTHIAN IJB 2021/22 ANNUAL AUDIT REPORT

The East Lothian IJB Annual Audit Report was also submitted by Ms Woolman. Before summarising the report she advised members that this was the last of her 6 year appointment as external auditor and that a new team from within Audit Scotland would take over from 2022/23.

Ms Woolman outlined the main findings of the audit report, drawing attention to the unmodified audit opinion and confirming that COVID had not impacted upon the audit process or the preparation of the annual accounts. She provided a detailed summary of

the various sections of the report including the audit of the financial statements, financial management and sustainability, and governance arrangements. She noted that implementation of previous year audit recommendations had been delayed due to the continuing impacts of the pandemic but that this was not unusual across IJBs. She reflected on some of the risks to financial sustainability, the restrictions on the Partners' ability to fully engage with the planning process and the fact that some plans still required updating following the impact of COVID. However, she pointed to the positive assurances drawn from the performance reporting and that East Lothian's performance in all areas was in line with, or above, the national average. She concluded by referring members to the report's appendices which included an action plan for the two recommendations carried forward from the 2020/21 report. There were no new recommendations arising from the 2021/22 audit.

The Chair welcomed this year's report asked that the recommendations from the prior year's audit report be brought to the next meeting of the Committee to ensure that progress was being tracked going forward.

The Chair also thanked Ms Woolman and Esther Scoburgh for their work as external auditors during this and previous years.

Decision

The Committee agreed to note the contents of the letter and annual audit report.

4. RISK REGISTER UPDATE

A report was submitted by the Chief Finance Officer laying out the IJB's risk register.

Ms Flanagan presented the report. She reminded members that following agreement at the Committee's meeting in June, only those risks within the register rated 12 or above would be reported to Committee. She summarised the recent updates made to the register during the first quarter of 2022/23, as set out in the report and invited members to consider the risks and whether any further risks should be added to the register.

Ms Flanagan responded to comments from members and agreed to take these on board.

Fiona Wilson also thanked members for their input. She advised that in relation to risk 4018 reviews had taken place but that the date in the progress column had not been updated. Regarding risk 5279, she suggested including a note to ensure that any problems or challenges potentially impacting care should be immediately flagged.

The Chair thanked Ms Wilson and Ms Flanagan and said the Committee would review the updated version of the register at its next meeting.

Decision

The Committee agreed to:

- i. Note the risks on the current risk register with a risk rating of 12 and above
- ii. Consider if any further risks should be added to the register

5. CIPFA'S POSITION STATEMENT: AUDIT COMMITTEES IN LOCAL AUTHORITIES AND POLICE 2022

A report was submitted by the Chief Internal Auditor informing the Audit and Risk Committee of the recently published CIPFA Position Statement: Audit Committees in Local Authorities and Police 2022 (Position Statement); and seeking approval of actions to more closely align the Audit and Risk Committee with the Position Statement.

Duncan Stainbank presented the report. He summarised the background to the creation of CIPFA's position statement and pointed out that the Committee was already operating in a way that met a substantial majority of the position statement's requirements. The two main areas identified for the Committee to consider related to the introduction of co-opted independent members and annual performance reporting and he set out the actions recommended to the Committee.

The Committee discussed some of the issues around the appointment of independent members including the skills and experience required, remuneration, whether these members would have voting rights or be considered members of the wider IJB. Mr Stainbank and Ms Flanagan indicated that it would be for the Committee to determine these and other matters.

Ms Woolman reflected on the difficulties of recruitment when both local authority audit committees and IJB audit committees could potentially be competing for same individuals with the necessary skills and experience. There would be a need to manage expectations given the likely requirement to prioritise local authority appointments.

The Chair suggested setting up a small group to discuss how best to proceed and to bring proposals to the next meeting of the Committee.

The Committee agreed recommendation i and a vote was taken by roll call on recommendation ii which was unanimously approved.

Decision

The Committee agreed to:

- i. note the attached Position Statement
- ii. approve the actions to consider maintenance of compliance with the Position Statement

Ms Flanagan thanked Ms Woolman and Ms Scoburgh and their colleagues for their hard work and support over the past 6 years; it had been a pleasure working with them.

The Chair echoed these comments, adding that she looked forward to working with the new Audit Scotland team.

Signed

Fiona Ireland
Chair of the East Lothian IJB Audit and Risk Committee



REPORT TO: East Lothian IJB – Audit and Risk Committee

MEETING DATE: 6 December 2022

BY: Chief Internal Auditor

SUBJECT: Internal Audit Report – CIPFA Financial Management Code

2

1 PURPOSE

- 1.1 To inform the Audit and Risk Committee of the recently issued audit report on the CIPFA Financial Management Code.

2 RECOMMENDATION

- 2.1 That the Audit and Risk Committee note the contents of the audit report.

3 BACKGROUND

- 3.1 An assurance review of Risk Management has been undertaken as part of the Audit Plan for 2022/23.
- 3.2 The main objective of the audit was to review the adequacy and effectiveness of the arrangements in place for implementing the CIPFA Financial Management Code within the East Lothian IJB.
- 3.3 The main findings from our audit work are outlined in the attached report which has been graded Reasonable Assurance.

4 ENGAGEMENT

- 4.1 The findings from the review have been discussed with Management, but do not require wider engagement.

5 POLICY IMPLICATIONS

- 5.1 None

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 require any amendment to or creation of Directions.

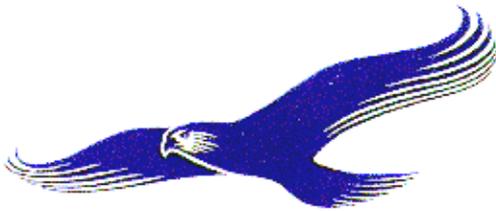
8 RESOURCE IMPLICATIONS

- 8.1 Financial - None
8.2 Personnel - None
8.3 Other - None

9 BACKGROUND PAPERS

- 9.1 None

| | |
|----------------------|-------------------------------|
| AUTHOR'S NAME | Duncan Stainbank |
| DESIGNATION | Chief Internal Auditor |
| CONTACT INFO | dstainbank@eastlothian.gov.uk |
| DATE | 29 November 2022 |



East Lothian
Integration Joint Board



East Lothian Integration Joint Board
CIPFA FM Code
November 2022

Conclusion

Reasonable Assurance

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1 Executive Summary: CIPFA FM Code

Conclusion: Reasonable Assurance

The East Lothian Integration Joint Board has adequate arrangements in place for complying with the majority of the standards within the CIPFA FM Code. However the audit has identified some improvements that require to be implemented, including formally adopting the appropriate elements of the CIPFA FM Code, preparing a new five-year financial plan, clarifying if the financial reserves are adequate for financial sustainability moving forward and undertaking an exercise to review financial resilience and sustainability.

Background

The Financial Management Code (FM Code) produced by the Chartered Institute of Public Finance and Accountancy (CIPFA) is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability. For the first time the CIPFA FM Code sets out the standards of financial management for local authorities. The East Lothian Integration Joint Board is governed by the Local Authority regulations and the report presented to the East Lothian IJB – Audit & Risk Committee on 15 March 2022 recommended that the East Lothian Integration Joint Board consider what elements of the CIPFA FM Code were relevant to the Board. This audit will confirm the extent to which the CIPFA FM standards are embedded within the East Lothian Integration Joint Board’s financial management processes. It is recognised that longer term financial reviews are now recommencing following delays due to the pandemic, and plans are now in place to exit Covid-19 funding.

Summary of findings & recommendations

The following key findings and recommendations are highlighted, which have all been **agreed by the Chief Finance Officer**:

- The East Lothian Integration Joint Board has not formally approved the adoption of the CIPFA FM Code to support good practice in financial management and to assist with demonstrating financial sustainability. *Management have agreed to prepare a report to the East Lothian Integration Joint Board recommending that the Board formally adopt the appropriate elements of the CIPFA FM Code **by December 2022**.*
- While the East Lothian Integration Joint Board have an approved reserves policy in place and the annual budget report for financial year 2022/23 confirmed that the financial reserves met the target in the reserves policy, the report did not clarify if the financial reserves were adequate for financial sustainability moving forward. *Management have agreed to update the annual budget report with further clarification on the adequacy of financial reserves **by April 2023**.*
- The East Lothian Integration Joint Board has yet to prepare an updated multi-year financial plan based on the final budget offers from the financial partners, laying out how it will resource the delivery of its strategic plan. *Management have agreed to prepare a new financial plan **by December 2022**.*
- Discussions have previously been held on the financial gap in the budgets, however an exercise has not been undertaken to identify financial resilience and sustainability in relation to the CIPFA FM Code. *Management have agreed to undertake an exercise to review financial resilience and sustainability following the approval of the financial plan **by April 2023**.*

Recommendation Summary

| Recommendations Grade | High | Medium | Low | Total |
|-----------------------|------|--------|-----|-------|
| Current Report | - | 4 | - | 4 |
| Prior Report | N/A | N/A | N/A | N/A* |

* No prior report exists for the CIPFA FM Code.

Materiality

The East Lothian Integration Joint Board had a budget of £165.8 million in 2021/22 and an annual budget of £179 million in 2022/23. The East Lothian Integration Joint Board receives approximately two thirds of its funding from NHS Lothian and one third from East Lothian Council.

2 Headlines

| Objectives | Conclusion | Comment |
|--|-------------------|--|
| <p>1. The CIPFA FM Code has been formally adopted by the East Lothian Integration Joint Board.</p> | <p>Reasonable</p> | <p>The Financial Management Code (FM Code) produced by the Chartered Institute of Public Finance and Accountancy (CIPFA) is designed to support good practice in financial management and to assist local authorities in demonstrating financial sustainability. A report was presented to the East Lothian IJB – Audit and Risk Committee on 15 March 2022 requesting that the Board consider what elements of the Code are relevant to the East Lothian Integration Joint Board and that a further report should be presented laying out the opinions of the Board, with a view to formally adopting the appropriate elements of the CIPFA FM Code. However the Interim Chief Finance Officer left in May 2022 and to date the East Lothian Integration Joint Board have not formally adopted the appropriate elements of the CIPFA FM Code.</p> |
| <p>2. Arrangements are in place to comply with the relevant CIPFA financial management standards.</p> | <p>Reasonable</p> | <p>The CIPFA FM Code has 17 standards in total and we found that two standards do not apply to the East Lothian Integration Joint Board as they are the responsibility of the financial partners (A – Value for Money and H – Capital Finance) and three standards are covered in objective 3 below. FM standard E states that the financial management style of the authority supports financial sustainability. However the East Lothian Integration Joint Board has yet to prepare an updated multi-year financial plan based on the final budget offers from the financial partners, laying out how it will resource the delivery of its strategic plan. Discussions have previously been held on the financial gap in the budgets, however an exercise has not been undertaken to review financial resilience and sustainability in relation to the CIPFA FM Code. From our review, we found that FM standard K requires that the budget report includes a statement by the Chief Finance Officer on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves. While the East Lothian Integration Joint Board have an approved reserves policy in place and the annual budget report for financial year 2022/23 confirmed that the financial reserves met the target in the reserves policy, the report did not clarify if the financial reserves were adequate for financial sustainability moving forward. In Internal Audit’s view the East Lothian Integration Joint Board meets the requirements of the other relevant standards within the CIPFA FM Code.</p> |
| <p>3. Arrangements are in place to ensure compliance with CIPFA financial management standards B, D and P.</p> | <p>Reasonable</p> | <p>We checked to ensure that the East Lothian Integration Joint Board has appropriate arrangements in place to comply with the relevant CIPFA financial management standards B, D and P, specifically the CIPFA Statement on the Role of the Chief Finance Officer in Local Government, the CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016) and the Code of Practice on Local Authority Accounting in the United Kingdom. We found that the East Lothian Integration Joint Board complies with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government. In addition, External Audit have provided appropriate evidence in their annual audit report for financial year 2021/22 that the East Lothian Integration Joint Board have complied with all the material aspects of the Code of Practice on Local Authority Accounting in the United Kingdom and with the CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016).</p> |

3 Areas where expected controls are met/good practice

| No. | Areas of Positive Assurance |
|-----|--|
| 1. | <p>The East Lothian Integration Joint Board complies with the CIPFA Statement on the Role of the Chief Finance Officer (CFO) in Local Government. We found that an adequate job description was in place outlining the role and responsibilities of the CFO. The CFO is a CIPFA qualified accountant who reports directly to the Chief Officer of the East Lothian Integration Joint Board. There was adequate evidence available to confirm that the CFO regularly attends meetings of the East Lothian Integration Joint Board and the East Lothian IJB – Audit and Risk Committee, and subsequently influences material business decisions. The CFO is integral to the budget setting process, regular in-year reporting and forecasting, and the preparation of the annual accounts.</p> |
| 2. | <p>CIPFA FM standard P states that the Chief Finance Officer has personal and statutory responsibility for ensuring that the statement of accounts produced by the Local Authority complies with the reporting requirements of the Code of Practice on Local Authority Accounting in the United Kingdom. From our review, we found that the annual audit report for financial year 2021/22 provided the following opinions from Audit Scotland: the financial statements give a true and fair view and were properly prepared in accordance with the financial reporting framework, the governance arrangements are appropriate and operate effectively, there is effective scrutiny, challenge and informed decision making, and arrangements are in place to secure best value. External Audit have provided appropriate evidence that the East Lothian Integration Joint Board have complied with all the material aspects of the Code of Practice on Local Authority Accounting in the United Kingdom.</p> |
| 3. | <p>The annual audit report for financial 2021/22 provides appropriate assurance that the East Lothian Integration Joint Board complies with the CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016), as per CIPFA FM standard D.</p> |

4 Detailed Recommendations

Adoption of the CIPFA FM Code

| Objective: 1 | Findings & Risk 1 | Grade | Recommendation |
|--------------|---|---------------|---|
| | <p>The Financial Management Code (FM Code) produced by the Chartered Institute of Public Finance and Accountancy (CIPFA) is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability.</p> <p>We sought to establish if the CIPFA FM Code has been formally adopted by the East Lothian Integration Joint Board and the following points were noted:</p> <ul style="list-style-type: none"> ➤ We found that the report presented to the East Lothian IJB – Audit and Risk Committee on 15 March 2022 requested that the Board consider what elements of the Code are relevant to the East Lothian Integration Joint Board. ➤ The report also recommended that a further report should be presented to the East Lothian Integration Joint Board laying out the opinions of the Board with a view to formally adopting the appropriate elements of the CIPFA FM Code. ➤ The Interim Chief Finance Officer left in May 2022 and to date the East Lothian Integration Joint Board have not formally adopted the appropriate elements of the CIPFA FM Code. | Medium | 1.1 Management should ensure that the appropriate elements of the CIPFA FM Code are formally approved by the East Lothian Integration Joint Board. |

| Management Response | Responsible Officer & Target Date |
|--|--|
| 1.1 Agreed – a paper on the adoption of the CIPFA FM Code has been prepared for consideration at the East Lothian Integration Joint Board in December 2022. | 1.1 Chief Finance Officer December 2022 |

4 Detailed Recommendations

CIPFA Financial Management Standards

| Objective: 2 | Findings & Risk 1 | Grade | Recommendations |
|--------------|--|---------------|--|
| | <p>The CIPFA FM Code has 17 standards in total and we found that two standards do not apply to the East Lothian Integration Joint Board as they are the responsibility of the financial partners (A – Value for Money and H – Capital Finance) and three standards are covered in objective 3. The following points were noted in relation to the remaining 12 standards:</p> <ul style="list-style-type: none"> ➤ CIPFA FM standard E states that the financial management style of the authority supports financial sustainability. The East Lothian Integration Joint Board is required to prepare a multi-year financial plan which lays out how it will resource the delivery of its strategic plan. We were informed that following the update of the strategic plan, a new five-year financial plan for the period from 2022/23 to 2026/27 will be formally approved in December 2022. Discussions have previously been held on the financial gap in the budgets, however an exercise has not been undertaken to review financial resilience and sustainability in relation to the CIPFA FM Code. ➤ From our review, we found that CIPFA FM standard K requires that the budget report includes a statement by the Chief Finance Officer on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves. While the East Lothian Integration Joint Board have an approved reserves policy in place and the annual budget report for financial year 2022/23 confirmed that the financial reserves met the target in the reserves policy, the report did not clarify if the financial reserves were adequate for financial sustainability moving forward. ➤ In Internal Audit’s view the East Lothian Integration Joint Board meets the requirements of the other relevant standards within the CIPFA FM Code. | Medium | <p>2.1 Management should ensure that a new five-year financial plan is prepared and formally approved by the East Lothian Integration Joint Board.</p> <p>2.2 Management should ensure that following the approval of the financial plan an exercise is undertaken to review financial resilience and sustainability in relation to the CIPFA FM Code.</p> <p>2.3 Management should ensure that the annual budget report includes a statement on the adequacy of the proposed financial reserves.</p> |

| Management Response | Responsible Officer & Target Date |
|---|---|
| <p>2.1 Agreed – the new five-year financial plan will be presented to the East Lothian Integration Joint Board in December 2022.</p> <p>2.2 Agreed – the financial plan will continue to be developed up to and beyond the 2023/24 budget setting process. In addition, the East Lothian Integration Joint Board’s budget development sessions in January 2023 will review any actions required for financial resilience and sustainability going forward.</p> <p>2.3 Agreed – a statement on the adequacy of the proposed financial reserves will be included in the budget report.</p> | <p>2.1 Chief Finance Officer December 2022</p> <p>2.2 Chief Finance Officer April 2023</p> <p>2.3 Chief Finance Officer April 2023</p> |

A Recommendation Grading/Overall Opinion Definitions

| Recommendation | Definition |
|----------------|---|
| High | Recommendations relating to factors fundamental to the success of the control objectives of the system. The weaknesses may give rise to significant financial loss/misstatement or failure of business processes. |
| Medium | Recommendations which will improve the efficiency and effectiveness of the existing controls. |
| Low | Recommendations concerning minor issues that are not critical, but which may prevent attainment of best practice and/or operational efficiency. |

| Levels of Assurance | Definition |
|------------------------------|--|
| Substantial Assurance | A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited. |
| Reasonable Assurance | There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited. |
| Limited Assurance | Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives in the area audited. |
| No Assurance | Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited. |

B Resource, acknowledgements & distribution list

| Internal Audit | |
|--|-------------------------------|
| Chief Internal Auditor: Duncan Stainbank | Senior Auditor: Andrew Steven |

| Review Dates | Completed By Date |
|--|-------------------|
| Internal Audit Draft Report Submission | 25 November 2022 |
| Management Review Completion | 28 November 2022 |
| Final Report Issue | 29 November 2022 |

| Report Distribution | |
|--------------------------------|-----------------------|
| Chief Officer East Lothian IJB | Chief Finance Officer |
| Audit & Risk Committee Members | Audit Scotland |

Acknowledgements:

The weaknesses identified during the course of our audit have been brought to the attention of Management. The weaknesses outlined are those, which have come to our attention during the course of our normal audit work and are not necessarily all of the weaknesses, which may exist.

Although we include a number of specific recommendations, it is the responsibility of Management to ensure that adequate arrangements are in place for complying with the CIPFA FM Code for the East Lothian Integration Joint Board.

The content of this report has been discussed with the Chief Finance Officer to confirm factual accuracy. The assistance and cooperation received during the course of our audit is gratefully acknowledged.



REPORT TO: East Lothian IJB - Audit and Risk Committee
MEETING DATE: 6 December 2022
BY: Chief Finance Officer
SUBJECT: Risk Strategy and Risk Policy, December 2022

3

1 PURPOSE

- 1.1 This paper lays out the recently reviewed and updated IJB Risk Strategy and Risk Policy documents for approval by the Committee.

2 RECOMMENDATIONS

- 2.1 The Committee is asked to:
- i. Approve the IJBs Risk Strategy; and
 - ii. Approve the IJBs Risk Policy

3 BACKGROUND

- 3.1 Back in September the Audit & Risk Committee through an informal session reviewed both the IJBs Risk Strategy and Risk Policy documents.
- 3.2 Following this the documents have now both been reviewed and updated and require approval from the Committee.
- 3.3 These documents will be reviewed again in 3 years and published on the IJBs website.

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 There are no implications for health inequalities or general equality and diversity issues arising directly from the issues and recommendations in this paper.

7 RESOURCE IMPLICATIONS

7.1 Financial – there are none.

7.2 Personnel – there are none.

8 BACKGROUND PAPERS

8.1 None

| | |
|----------------------|--|
| AUTHOR'S NAME | Claire Flanagan |
| DESIGNATION | Chief Finance Officer |
| CONTACT INFO | Claire.flanagan@nhslothian.scot.nhs.uk |
| DATE | December 2022 |

Appendices

1. Risk Strategy December 2022
2. Risk Policy December 2022

East Lothian Integration Joint Board Risk Management Strategy

East Lothian
Integration Joint Board



Risk Management Strategy

December 2022

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10. OUTPUTS AND BENEFITS OF THE RISK MANAGEMENT STRATEGY

1. BACKGROUND

East Lothian Integration Joint Board has been delegated a range of Health and Social Care functions by NHS Lothian and East Lothian Council.

Although the responsibility for the operational delivery of these functions continues to rest with the partners (NHS Lothian and East Lothian Council) the responsibility for preparing and delivering a Strategic Plan, rests with the IJB. The IJB must then consider a risk management strategy to identify and manage the risks associated with the preparation and delivery of the Strategic Plan.

When risk is well managed it often goes unnoticed. If it is poorly managed or not managed at all the consequences can be significant and high profile. Effective risk management is needed to prevent such failures.

2. POLICY STATEMENT

The members of the Integration Joint Board and the members of the Health & Social Care Health & Social Care Partnership management team who support them are encouraged to develop new initiatives, improve performance and achieve their goals safely, effectively and efficiently by consistent application of tried and tested methodologies for identifying and managing opportunity and risk

In doing so the IJB aims to make the most of opportunities to:

- achieve high standard of performance;
- deliver high quality services for service users;
- support the partners in providing an environment that meets Health & Safety requirements for the people it employs;
- Support the partners to protect assets and liabilities against potential losses, and
- minimise uncertainty in achieving its goals and objectives.

3. SCOPE

The Chief Officer has overall accountability for risk management.

The IJB's risk management will centre on the business of the IJB. That is the preparation and delivery of the IJB's Strategic Plan. The IJB's risk register will not contain operational risks unless these risks may impact on the business of the IJB including delivery of directions and Strategic Plan.

Operational risks, that is the risks around service delivery managed by the partners and implemented through the IJB's directions, will continue to be managed by the appropriate partner. The appropriate partner being the partner delivering the service or the East Lothian Health and Social Care Health & Social Care Partnership if the service is being delivered by both partners.

The Chief Officer, Chief Finance Officer, Chief Internal Auditor, members of the IJB and Health & Social Care Partnership staff who support the IJB will be responsible for identifying any operational risks that are sufficiently significant to impact upon the business of the IJB and which can then be entered on the IJB's risk register. However, such a risk will continue to be managed by the appropriate partner(s) and the IJB will require the partner(s) for assurance around the management of that risk.

The IJB is signatory to an Internal Audit information sharing agreement between NHS Lothian, Edinburgh IJB, West Lothian IJB and Midlothian IJB. This agreement will also provide intelligence to the IJB around any other operational or IJB specific risks which can then be added to the IJB's risk register as required.

All risk will be analysed in terms of impact on the IJB, the functions delegated to it and the likelihood of occurrence. This analysis will produce an evaluation of risk as being Low, Medium, High or Very High. The IJB's response in relation to adverse risk, or 'risk appetite' is such that:

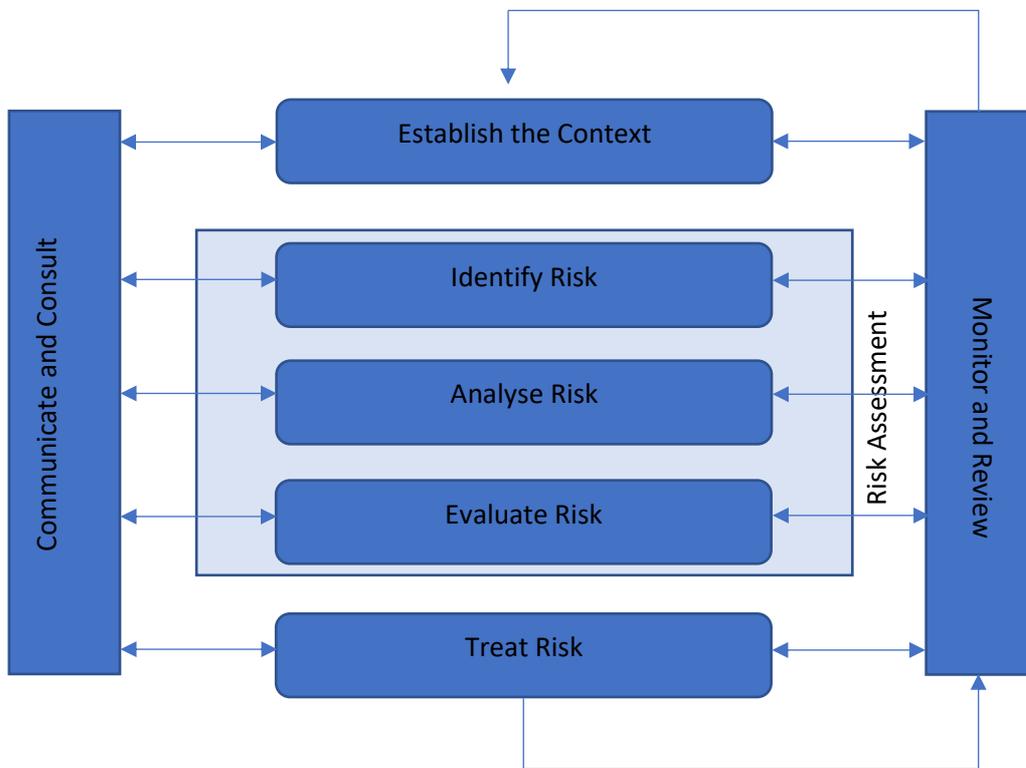
- 'Low' risk is broadly acceptable without any further action to prevent or mitigate risk;
- 'Medium' risk is tolerable with control measures that are cost effective;
- 'High' risk may be tolerable providing the IJB is assured that adequate and effective control measures are in place; and,
- 'Very High' risk is unacceptable and measures should be taken to reduce, transfer or treat the risk to a more tolerable position.

High and Very High risk will be subject to closer scrutiny by the Audit and Risk Committee.

4. RISK MANAGEMENT PHILOSOPHY AND OBJECTIVES

Risk Management is about the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects¹. It is proactive in understanding risk and uncertainty, it learns and builds upon existing good practice and is a continually evolving process that has an important role to play in ensuring that defensible and beneficial 'risk-aware' not 'risk-averse' decisions are made. It ensures that the IJB support its partners to provide high quality services and all staff are aware that every effort has been made to maximise their opportunities to succeed.

The IJB uses the risk management process shown below².



Risk Management Objectives

The specific risk management objectives of the IJB are to:

- integrate governance and risk management into the planning and oversight of the operational delivery of the functions delegated to the IJB;
- create a consistent approach to risk across all services using the adopted process;
- promote practical measures to reduce the IJB's exposure to risk and
- define clear lines of responsibility for the management of risk.
- provide a system for monitoring the effectiveness of the risk management framework;
- provide a system for feedback on the management of key risks to the IJB;
- comply with legislative requirements; and
- comply with the requirements of Corporate Governance

The fundamental principles of Risk Management are to:

- ensure that the Risk Management process takes account of and links to the IJB's Strategic Plan and Directions;
- to keep the IJB and appropriate senior managers advised of any significant risk management issues;
- to promote an open and fair reporting culture;
- agree clear roles and definitions relating to the accountability, management, escalation and communication of key risks; and
- approach the assessment of risks and opportunities consistently.

5. BENEFITS OF EFFECTIVE RISK MANAGEMENT

Effective risk management will contribute to delivering significant benefits for the IJB. The primary benefit is that appropriate, defensible, timeous and best value decisions are made. Such 'risk-aware' decisions should be based on a balanced appraisal of strengths, weaknesses, opportunities and threats, and should enable acceptance of a certain level of risk in order to achieve a particular goal or reward.

Defensible decision-making means that:

- all reasonable steps in the decision-making process will have been taken;
- all relevant information will have been collected and thoroughly evaluated;
- reliable assessment methods will have been used;
- decisions (and supporting rationales) will have been clearly documented, and
- processes will have been put in place to monitor the effectiveness of the decision outcomes.

Other benefits would include:

- high achievement of Strategic Plan and Directions;
- better use and prioritisation of the IJB's resources;
- high levels of user experience/ satisfaction with a consequent reduction in adverse incidents, claims and/ or litigation within our Partners organisations;
- avoid duplication of Risk Management issues which affect the partners and bring them together to benefit from good practice.

6. STANDARD PROCEDURES

Standard procedures should be fulfilled in order to achieve a consistent approach to effectively implementing risk management.

Full implementation of the continuous risk management process, embedding risk management within IJB's processes so that an assessment of risk as well as costs and benefits becomes routine wherever possible.

Identification of risk using standard methodologies and involving managers throughout the service with detailed knowledge of the service and the environment in which it operates.

Routine reporting of risk information to the Audit and Risk committee with appropriate escalation to the IJB as required.

Periodic re-assessment of individual risks, proportionate to significance of risks (i.e. low and medium risks fully reassessed every two years and significant [high and very high] risks annually) including routine audit of robustness of measures implemented to control risks.

Fully document the risks in the risk register and to monitor and carry out an annual review of corporate and service risk registers to ascertain progress and to check for contextual changes affecting the risks.

Ongoing proactive identification of new and/or potential risks as a general responsibility of all service areas specifically those where risk is inherently discussed as part of their remit.

Formal Groups

The IJB will receive a report from the Audit and Risk committee annually laying out the risk register, the risks and the management actions to mitigate them and confirmation that this process is providing an appropriate level of assurance.

Audit and Risk Committee will scrutinise and review the effectiveness of the implementation of the risk management processes within the IJB. It will also scrutinise and review the Risk Register.

Internal Audit is an independent appraisal function within the IJB. Internal Audit will:

- review, appraise and report on the adequacy and effectiveness of Risk Management arrangements within the IJB, and
- take into account the IJB's Risk Register when identifying areas to be included in the Annual Audit Plan.

7. STRUCTURAL ARRANGEMENTS AND RESPONSIBILITIES

Individuals

Chief Officer

The Chief Officer has ultimate responsibility for ensuring that there are suitable and effective arrangements in place to manage the Council's risks.

IJB Members

All IJB members should be encouraged to be involved at all levels in identifying current and potential risks where they work.

Health & Social Care Partnership Officers

All Health & Social Care Partnership officers supporting the IJB should be encouraged to be involved at all levels in identifying current and potential risks where they work. They should make every effort to be aware of situations which place themselves or others at risk, report identified hazards and implement risk reduction measures developed by their service. Risk assessments should encompass all facilities used to deliver services and be completed using the knowledge and experience of all relevant staff and where appropriate service users.

This approach will support the formal risk review conducted annually by all services and enable staff to:

- understand the risks that relate to their roles and their activities;
- understand their accountability for particular risks and how they can manage them;
- understand how they can contribute to continuous improvement of risk management;
- understand that risk management is a key part of the IJB's culture;
- report systematically and promptly to the Chief Officer any perceived new risks or failures of existing control measures

8. RISK REGISTERS

The Chief Officer will establish a Risk Register and they will have responsibility for maintaining the Register.

The information to be contained in both the Corporate Risk Register and the respective Service Risk Registers will be:

- risk identification number;
- risk title;
- risk description (linked to the achievement of business objectives);
- controls in place;
- risk level /rating current;
- risk level/rating target;
- risk owner;
- risk handler;
- date opened;
- date risk reviewed;
- action description;
- action progress;
- action start date;
- action due date;
- action done date

9. STRATEGY IMPLEMENTATION AND COMMUNICATION AND REVIEW

The IJB's Risk Management Strategy was first discussed by the IJB's Audit and Risk Committee at its December 2017 meeting and presented to the IJB at its February 2018 meeting. The Strategy was reviewed by the Audit & Risk Committee during September 2022 and was approved at the Audit & Risk Committee in December 2022. The Strategy accurately represents arrangements for managing risk within the IJB at the time of approval. Implementation of this strategy will be underpinned by Risk Management Guidance and the Risk Management Action Plan.

This strategy will be reviewed at periodic intervals of at least every 3 years to ensure that it reflects current standards and best practice in risk management and fully reflects the rapidly changing environment in local government.

This Strategy, having been adopted by the IJB, will be published on the IJB's website.

10. OUTPUTS AND BENEFITS OF THE RISK MANAGEMENT STRATEGY

Embedding a Risk Management culture throughout East Lothian IJB is vital to the success of this strategy. The anticipated outputs and benefits of the Risk Management Strategy are:

- Improved service delivery;
- Better value for money;
- Improved corporate governance and compliance systems;
- Improved decision making;
- Enhanced understanding of the IJB's vulnerabilities;
- Improved use of resources;
- Enhanced strategic awareness;
- Compliance with legislation/ regulation;
- Adds value to the activities of the organisation, and
- Increases the probability of success in achieving business objectives.

These outputs and benefits will protect and enhance East Lothian IJB's reputation, which will in turn increase public trust.

East Lothian
Integration Joint Board



RISK MANAGEMENT POLICY

Version 1.0 - Draft

RISK MANAGEMENT POLICY Executive Summary

Key elements

The aim of this policy is to embed Risk Management within the IJB and ensure effective Risk Management structures are in place, including:-

- A consistent approach to the identification, assessment and management of risk
- Assurance that all risk control and mitigation measures will be effective, appropriate, proportionate, affordable and flexible. Risk controls will not be implemented where the cost and effort is disproportionate to the expected benefits.
- The requirement of all members of the IJB and staff supporting the IJB to take responsibility for effective management of risk in all aspects
- The promotion of an open and transparent culture to promote the positive identification and management of risk in the organisation.

Minimum Implementation Standards

The IJB shall have a record of its Risks (a risk register) and the Chief Officer is responsible for implementing this policy. The Chief Officer will ensure:-

- There is a process to systematically consider the relevance and management of existing and new risks in their area.
- That all members of the IJB and any officers supporting the IJB are clear of their roles and responsibilities in regard to implementing this policy.

Why is Risk Management Important?

Risk Management can be defined as the processes involved in identifying, assessing and judging risks, assigning ownership, taking actions to mitigate or anticipate them, and monitoring and review progress.

What is a Risk?

Risk can be defined as the combination of the probability of an event and its consequences (ISO/IE Guide73) and how the threat of that event or action will adversely affect the IJB's ability to achieve its objectives, perform its duties or meet the expectations of its stakeholders. Inherent risk, for the purpose of this document, can be defined as the exposure arising from a specific risk before any action is taken to manage it and residual risk the exposure arising from a specific risk after action has been taken to manage it and making the assumption that the action is effective.

Risk exists where there is uncertainty of outcome, either in terms of the assurance on the processes the IJB has in place, or in the IJB's achievement of its performance on Directions set by the Strategic Plan.

What Should Risk Management Achieve?

Risk Management is a central part of any organisation's strategic management. It is the process whereby organisations methodically address the risks attaching to their activities, with the goal of achieving sustained benefit within each activity and across the portfolio of all activities.

Risk Management protects and adds value to the IJB and its partners by improving decision making, planning and prioritisation by structured understanding of business activity, opportunity, and threat.

The IJB and those officers who support it must be aware that when they have treated the risk, they have a responsibility to manage the residual risk through effective systems of controls and monitoring.

RISK MANAGEMENT POLICY

- The IJB shall have a record of its risks – a risk register.
- The IJB shall prioritise its response to its risks in a manner that recognises the Strategic Plan and Directions of the IJB, and the nature and significance of the risks that are presented.
- The Audit and Risk committee shall regularly monitor the current risks, and seek assurance that action is being taken to manage the risks.
- The IJB receives assurance that monitoring of the IJB's Risk Register is undertaken by its Audit & Risk Committee through their annual report to the IJB.
- The IJB shall maintain an open and transparent culture to promote the positive identification and management of risk in the organisation.
- The risks with a rating of high and very high (12 and above) will be routinely reported to the Audit & Risk Committee. With a the full IJB's Risk Register presented on an annual basis.
- The IJB Audit & Risk Committee will receive the Health & Social Care Partnership's Risk Register on an annual basis for information.



REPORT TO: East Lothian IJB - Audit and Risk Committee
MEETING DATE: 6 December 2022
BY: Chief Finance Officer
SUBJECT: Risk Register - update

4

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;
- ii. Note this is the annual reporting of the full IJB risk register;
- iii. Note the new risk added regarding East Lothian Council Finance Department being in business continuity; and
- iv. 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 update has been made:

- New risk regarding the finance function within East Lothian Council being in business continuity measures. This has been given a rating of 12 on the IJBs risk register.

- 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 There are no implications for health inequalities or general equality and diversity issues arising directly from the issues and recommendations in this paper.

7 RESOURCE IMPLICATIONS

- 7.1 Financial – there are none.
7.2 Personnel – there are none.

8 BACKGROUND PAPERS

- 8.1 None

| | |
|----------------------|--|
| AUTHOR'S NAME | Claire Flanagan |
| DESIGNATION | Chief Finance Officer |
| CONTACT INFO | Claire.flanagan@nhslothian.scot.nhs.uk |
| DATE | December 2022 |

Appendices

1. Risk Rating Matrix
2. Risk Register

Appendix 1- Risk Rating Matrix (DATIX)

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

| ID | Risk level | Title | Description | Controls in place | Risk level (current) | Rating (current) | Risk level (Target) | Rating (Target) | Risk Owner | Handler | Date Opened | Date Risk Reviewed | Action Plan in Place | Description | Progress | Start date | Due date | Done date |
|------|------------------------|---|---|--|----------------------|------------------|---------------------|-----------------|-----------------|------------------|-------------|--------------------|----------------------|--|---|------------|------------|-----------|
| 5045 | Integrated Joint Board | 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 | Integrated Joint Board | 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. | 1. This will be managed through the IJB's Strategic Planning processes. 2. 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 | Yes | 1. Community Transformation provisioning work 2. Strategic delivery 3. 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 on practice capital requirements. IJB officers working with ELC officers on large population change plans (e.g. Blindwells) | 01/09/2022 | 31/03/2023 | |
| 3924 | Integrated Joint Board | 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. | Medium | 9 | Medium | 9 | Wilson, Fiona M | Flanagan, Claire | 26/02/2016 | 18/11/2022 | Yes | Development of a longer term rolling financial plan for the IJB | 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 8th December 2022 | 16/05/2019 | 31/12/2022 | |
| 5279 | Integrated Joint Board | 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 | |
| 4018 | Integrated Joint Board | 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 | 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. | High | 12 | Medium | 9 | Wilson, Fiona M | Wilson, Fiona M | 17/06/2016 | 18/11/2022 | Yes | 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. 7/1/20: 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 | |

| ID | Risk level | Title | Description | Controls in place | Risk level (current) | Rating (current) | Risk level (Target) | Rating (Target) | Risk Owner | Handler | Date Opened | Date Risk Reviewed | Action Plan in Place | Description | Progress | Start date | Due date | Done date |
|------|------------------------|--|--|--|--|------------------|---------------------|-----------------|-------------------|------------------|-------------|--------------------|----------------------|--|--|------------|------------|-----------|
| | 3925 | Integrated Joint Board | 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 | Yes | 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 | |
| 3926 | Integrated Joint Board | Potential Instability e.g. elections / IJB changes | There is a risk that the IJB will be destabilised as a consequence of membership change or policy change as a result of elections and Public Sector reform leading to conflicting priorities and/or inability to make decisions | 1. Standing orders that control members' behaviour 2. Code of Conduct 3. Scheme of Integration which includes a dispute resolution mechanism 4. Ensuring that membership changes are not all planned at the same time e.g. stakeholder member changes are separate from voting member changes, NHS membership changes on a different cycle from the East Lothian Council membership changes | Medium | 4 | Medium | 4 | Wilson, Fiona M | Wilson, Fiona M | 26/02/2016 | 18/11/2022 | Yes | IJB Induction Review and IJB Members Annual Discussion | 7/1/20: AM will speak to Cllr Fiona O'Donnell and find out if regular meetings are taking place with IJB members. 25/2/20: Cllr O'Donnell has met with IJB members. Induction plans to be reviewed in light of new members - Public Consultant and Independent Sector reps. 23/11/20: IJB Standing Orders circulated to IJB members November 2020. IJB now operating virtually due to ongoing COVID-19 pandemic 13/06/2022 IJB Induction for new members being planned and will take place in June 2022 | 31/05/2017 | 31/12/2022 | |
| | Integrated Joint Board | East Lothian Council finance department in business continuity | There is a risk that the IJB will have reduced financial support and information from East Lothian Council on its delegated budgets. There is a risk this will impact on the IJBs ability to manage its financial position and deliver its strategic plan. | 1. The Scheme of Integration 2. IJB CFO in post | High | 12 | Medium | 4 | Wilson, Fiona M | Flanagan, Claire | 18/11/2022 | 18/11/2022 | | | Ongoing dialogue with East Lothian Council | 18/11/2022 | | |