



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

**MEETING DATE:** 3 June 2025

**BY:** Chief Finance Officer

**SUBJECT:** 2024/25 Risk Register Review

---

## **1 PURPOSE**

- 1.1 The purpose of the report is to update the Audit & Risk Committee on the status of the current IJB Risk Register and discuss any proposed changes.

## **2 RECOMMENDATIONS**

- 2.1 The IJB is asked to:
- i. Note the updates to the Risk Register since the last meeting.
  - ii. Consider if any further risks should be added to the register.

## **3 BACKGROUND**

- 3.1 The Risk Register is a key part of the governance processes underpinning the work of the IJB. It records risks that impact on the business of the IJB and the controls in place to manage and mitigate the impact of each risk.

- 3.2 The Risk Register was reviewed and reported to this Committee in March 2025. There are 6 risks noted on the register with 2 set at 'Very High', 2 set at 'High' and 2 with a 'Medium' risk rating. Updates on these risks are provided below.

### 'Very High' Risk Rating

- 3.3 **Risk 3924** Financial resources may be insufficient to sustain the Strategic Plan – since the last review the IJB has accepted the funding offers from both partners and set a balanced budget. However, a number of emerging pressures have already been identified in year and it is clear that there will be financial challenges in delivering a break-even year end

position. In addition, the IJB's 5 Year Financial plan projects significant financial challenges in 2026/27 and beyond. The Strategic Plan review is underway and will conclude later this year.

- 3.4 **Risk 3925** Operational resources may be insufficient to deliver the Strategic Plan – the Strategic Plan review is underway and will conclude later this year. The drivers of this risk remain unchanged.

'High' Risk Rating

- 3.5 **Risk 4018** Impact of Partner's Decisions – there is an increased emphasis on the delivery of efficiencies across partner organisations and the HSCP officers are engaging with partner leads to ensure representation and involvement in their decision-making processes.
- 3.6 **Risk 5220** Demographic pressures – the population of East Lothian continues to grow at a higher rate than most other areas of Scotland and the population of over 65s is also growing. The impact on health and social care services is being continually assessed and monitored.

'Medium' Risk Rating

- 3.7 **Risk 5279** Impact of National Care Service proposals – no further information has been issued on this proposal and the risk is unchanged. remaining High
- 3.8 **Risk 5479** Accurate financial forecasting – a new principal accountant has been appointed by East Lothian Council and their engagement will be key to ensuring partners continue to provide accurate timely current and forecasting financial information.

## **4 ENGAGEMENT**

- 4.1 The Committee 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 then 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

### **Appendices:** Summary and Extract of Risk Register

<b>AUTHOR'S NAME</b>	Michael Porteous
<b>DESIGNATION</b>	Chief Finance Officer
<b>CONTACT INFO</b>	<a href="mailto:Mike.porteous@nhslothian.scot.nhs.uk">Mike.porteous@nhslothian.scot.nhs.uk</a>
<b>DATE</b>	June 2025



# East Lothian IJB Risk Register

There are currently 6 risks on the East Lothian IJB risk register

- 2 very high risks
- 2 high risks
- 2 medium risk
- 1 risk closed - 5959 - Appointment of a permanent CFO
- 1 risk rating reduced from High to Medium – 5279 - Impact of National Care Service Proposals

# East Lothian IJB Risk Register

Risk	Title/Description	RAG
3924	<p><b>Financial resources may be insufficient to sustain the Strategic Plan</b> - 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 failure to achieve the planned outcomes and targets.</p> <p>2024/25 budget offers from partners accepted by IJB at March 2024 meeting 2025/26 funding offer from Council accepted by IJB and indicative funding offer from Health noted by IJB at March 25 meeting</p>	Very High
3925	<p><b>Operational resources may be insufficient to deliver the Strategic Plan</b> - 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.</p>	Very High
5220	<p><b>Demographic Pressures</b> - 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 expectation that the 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.</p>	High

# East Lothian IJB Risk Register

Risk	Title/Description	RAG
4018	<p><b>Impact of Partners' Decisions</b> - 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</p> <p>Due to the financial position and the impact of decisions being made could have a negative impact on delivery of the strategic plan.</p>	High
5279	<p><b>Impact of National Care Service Proposals</b> - The IJB is mindful of the development of the NCS legislation and the impact this may have, along with the uncertainty around this proposal.</p>	Medium
5486	<p><b>Accurate financial forecasting</b> - 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</p>	Medium





ID	Risk level	Division	Management Team	Service Area	Site	Risk Owner	Handler	Title	Description	Controls in place	Adequacy of controls	Consequence (current)	Likelihood (current)	Rating (current)	Risk level (current)	Consequence (Target)	Likelihood (Target)	Rating (Target)	Risk level (Target)	Date Opened	Date Risk Reviewed	Review date	Close Date	ID	Description	Progress	Start date	Due date	Done date
5486		Integrated Joint Board	East Lothian HSCP			Wilson, Fiona M	Porteous, Mike	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 5 - Permanent IJB CFO appointed		Moderate (3)	UNLIKELY (2)	6	Medium	Minor (2)	UNLIKELY (2)	4	Medium	18/11/2022	21/05/2025	30/08/2025		17124	Ongoing dialogue with East Lothian Council	ELC reporting timetable provided ELC will move to quarterly reporting for the IJB ELC actively recruiting  ELC Finance department returned to business as usual in Mid March 2024. Principle accountant to support social care appointed in 2023. Regular financial reporting (monthly) and attendance at Financial Overview meetings. An Internal Audit report is now being actioned and being kept under review. CF 12/5/23  ELC principal accountant recruited to. Q1 financial forecast received from ELC in July 23. Additional recruitment within the HSCP for HSCP local finance manager. - CF 22/08/2023  Update DK 19/2/24 - A number of ELC services are still currently operating under Business Continuity Plans. In particular Legal services remain in business continuity and therefore this could lead to services not having a robust response to an incident affecting the IJB  ELC Finance department returned to business as usual in Mid March 2024. Principle accountant to support social care appointed in 2023. Regular financial reporting (monthly) and attendance at Financial Overview meetings. Still challenges with financial reporting from Mosaic but recent Internal Audit report is now being actioned. Being kept under review. DK 15/5/24  November 2024 update - a new principal accountant appointed	18/11/2022	30/08/2025	
5220		Integrated Joint Board	East Lothian HSCP	East Lothian HSCP Management Team		Wilson, Fiona M	Porteous, Mike	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 expectation that the 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.	Satisfactory. All controls are working and can be demonstrated through measurement	Major (4)	LIKELY (4)	16	High	Moderate (3)	POSSIBLE (3)	9	Medium	20/08/2021	21/05/2025	30/08/2025		16402	Community Transformation provisioning work	Gillian Neil leading with an April 2024 timescale	01/09/2022	30/04/2024	27/05/2024
																								16403	Strategic delivery	Laura Kerr leading with a timescale of April 2023	01/09/2022	31/03/2023	11/05/2023
																								17123	Primary Care Overview	Primary Care GM working with NHSL on practice capital requirements. IJB officers working with ELC officers on large population change plans (e.g. Blindwells)	#####	#####	
																								18161	Provisioning Strategy Project	extensive engagement to assess how to develop services for older people - LK 11/5/23  ongoing engagement and redesign of services reporting to the IJB. The final report to the Integration Joint Board is currently scheduled for their meeting on 5th February 2025. LK 15/5/24  May 2025 update - Provisioning work now complete with agreed actions to take forward.	11/05/2023	30/08/2025	
																								18162	Housing strategy	Continued involvement by the HSCP with East Lothian Councils housing department to develop comprehensive local Housing Strategy - LK 22/08/2023	#####	#####	#####
																								21205	Redesign of Care at home	project team established and reporting into the IJB, CAH change board.	#####	#####	
																								6950	Creation of appropriate financial planning processes	Meetings have taken place regularly. IJB financial plan policy agreed by IJB and drafts presented to IJB	17/06/2016	30/09/2016	30/03/2017

3924																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

7346	Financial Reporting	Ongoing throughout current financial year. 7/1/20: Regular financial reporting takes place. Agreement to close risk and add to controls.	#####	#####	#####
7347	IJB and Policy Decisions	This action has now become a control	#####	#####	#####
8949	Development of a longer term rolling financial plan for the IJB	<p>This went to IJB in June 2019 and was accepted.</p> <p>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.</p> <p>13/06/2022 Through the routine financial monitoring reported to the IJB the future year financial projections and challenges have been shared</p> <p>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</p> <p>IJB financial plan presented to IJB meeting on the 8th December 2022</p> <p>IJB budget development session ran during January 2023 following the financial plan and associated financial gaps- CF 14/2/23</p>	16/05/2019	31/12/2022	20/02/2023
10548	Annual National and Scottish Budget Allocation	<p>7/1/20: Annual budget settlement is currently unclear. Awaiting further information.</p> <p>23/11/20: Scottish Government Annual Budget for 2021/22 to be set February 2021 will require to work with Partners t assess the impact this will have on the IJB.</p> <p>26/02/2021: Scottish Government Budget announced and correspondence from Scottish Government has been received by the IJB and Partners. Awaiting formal budget offers from Partners. Paper on budget offers will be updated at the next IJB meeting.</p> <p>08/05/21: IJB agreed budget offer from both Partners at April 2021 meeting. This business was followed by an IJB budget challenge 2021/22 development session.</p> <p>13/06/2022 The IJB set its budget at its March 2022 meeting for financial year 2022/23</p>	07/04/2020	31/12/2022	16/08/2022
17544	IJB budget offer from Partners	<p>Ongoing dialogue with both Partners on budget offers for 2023/24 following Scottish Government letters on the parameters for Partners - CF 14/2/23</p> <p>Agreed to move forward on the basis of the budget we have been offered - DK 22/11/23</p> <p>Budget Offer from Partners presented to IJB in March 23. IJB voted to not accept ELC budget offer, ELC been advised of this position. May 23 IJB reporting on further savings required to mitigate the reduced budget offer from ELC. CF - 12/5/23</p> <p>Update DK 19/2/24 - It is proposed that the IJB will set a budget for 2024-2025 in March 2024</p> <p>May 2025 update - IJB set balanced budget in March 2025 for 25/26 financial year.</p>	14/02/2023	30/08/2025	
19115	Monitoring of the IJBs financial position	<p>Q1 forecast financial information has been received from Partners and will be presented to the IJB in Sept 2023.</p> <p>Discussions ongoing with ELC Officers regarding the passthrough of local authority pay settlement funding to the IJB - CF 22/08/2023</p> <p>Q2 forecast being presented to the IJB in December 2023 - DK 22/11/23</p> <p>Update DK 19/2/24 - Q3 position is being presented at the IJB in February 2024</p> <p>May 2025 update - Quarter 3 financial position presented to IJB at February 2025 meeting.</p>	22/08/2023	30/08/2025	



3925	Integrated Joint Board	East Lothian HSCP	Wilson, Fiona M Porteous, Mike	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	Some weaknesses: Improvement can be demonstrated however not at optimal level.	Major (4)	ALMOST CERTAIN (5)	20	Very High	Moderate (3)	POSSIBLE (3)	9	Medium	26/02/2016	21/05/2025	30/08/2025	6954	Financial investments in additional capacity		#####	#####	#####	7348	Care at Home contracts	Contracts in place	#####	#####	#####	16404	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  Workforce plan been developed for 2022-2025 - LK 11/5/23	16/08/2022	31/12/2022	11/05/2023	18165	Infrastructure and Corporate Partners	Ongoing dialogue regarding infrastructure and corporate partners, corporate functions to support the IJB. - LK 11/5/23  November 2024 update - The infrastructure provided by ELC is no longer fit for purpose and therefore we are unable to deliver our required services. In relation to Tyne Bank, day centre provision and John Muir House being suitable for Justice, Social work etc.  May 2025 update - ELHSCP Accommodation meeting instigated in 24/25 to ensure infrastructure considered in an integrated manner. Capital bid being made through ELC for preferred option to collocate Tynebank and Haddington Older Adult Day Centre on Tynebank site.	11/05/2023	30/08/2025	19392	GP Sustainability	Short term resilience planning - Practice managers working to identify what the key risks are for them, for business continuity and then helping them to respond to those. Long term - financial oversight and understanding better the income that's coming into GPs through GMS and enhanced service provision. - JM 22/11/23  Work ongoing on financial governance and business continuity plans - 15/5/24	22/08/2023	30/08/2025	21988	Strategic Plan	Consideration of the strategic objectives from 2025 onwards will be taken into account in the development of the new strategic plan.	#####	#####	#####
------	------------------------	-------------------	-----------------------------------	---	---	---	--	-----------	--------------------	----	-----------	--------------	--------------	---	--------	------------	------------	------------	------	--	--	-------	-------	-------	------	------------------------	--------------------	-------	-------	-------	-------	-----------------------	---	------------	------------	------------	-------	---------------------------------------	---	------------	------------	-------	-------------------	--	------------	------------	-------	----------------	--	-------	-------	-------