

BOB ICB BOARD MEETING

Title	Risk Report		
Paper Date:	27 December 2023	Meeting Date:	16 January 2024
Purpose:	Assurance	Agenda Item:	15
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Executive Summary

The Board Assurance Framework (BAF) sets out the principal risks to the achievement of the ICB’s strategic objectives and is a practical means through which the Board can assess controls against delivery of these. In doing so, the BAF is also a primary source of evidence in describing how the ICB is discharging its responsibilities for internal control.

The BAF (Appendix 1) comprises eight strategic risks as defined by the Board, and sets out the controls BOB has in place to manage these risks and the assurances applied to support judgements as to whether the controls are having the desired impact. It then describes the actions to further reduce each risk, whilst providing assurance that organisational risk reviews have been carried out.

BAF (Risk Score Map Report – Red Rated Risks) – High Level Review

The Board is notified of those risks which retain a residual score/rating of ≥ 15 RED; these are currently risks related to: Financial Sustainability and Access to Services, and shows residual movement (July 2023 – Dec 2023)

BOB ICB Strategic Risks/Board Assurance Framework BAF											
Prefix	Risk Title	Inherent Score	Residual Score	Target Score	Residual Direction of Travel	Risk History					
						Residual 12/23	Residual 11/23	Residual 10/23	Residual 09/23	Residual 08/23	Residual 07/23
BOB0002	Risk Title: Financial Sustainability Risk Owner: Matthew Metcalfe Directorate Lead: Jenny Simpson	Very High (16)	Very High (16)	High (12)	↔	Very High (16)	Very High (16)	Very High (16)	Very High (16)	High (12)	High (12)
BOB0004	Risk Title: Access to Services Risk Owner: Matthew Tait Directorate Lead: Ben Gattlin	Very High (16)	Very High (16)	High (12)	↔	Very High (16)	Very High (16)	Very High (16)	Very High (16)	Very High (16)	Very High (16)

To support Board assurance, the Audit and Risk Committee (ARC) has oversight of the full BAF and CRR generic risk score map report which monitors residual movement across all risks. This supports identification of any risk(s) requiring a ‘deep dive’ or intervention.

CRR

The Corporate Risk Register (CRR) is the mechanism to manage high level risks facing the organisation from a strategic, clinical, and business risk perspective, and comprises operational risks arising from the ICB’s day-to-day activities.

The Board is notified of those risks which retain a residual score/rating of ≥ 15 RED; these are currently risks related to: Financial Sustainability (in-year) and Financial Sustainability (long-term), and shows residual movement (July 2023 – Dec 2023)

BOB Corporate Risk Register											
Prefix	Risk Title	Inherent Score	Residual Score	Target Score	Residual Direction of Travel	Risk History					
						Residual 12/23	Residual 11/23	Residual 10/23	Residual 09/23	Residual 08/23	Residual 07/23
SP0001	Risk Title: Financial Sustainability (in year) Risk Owner: Matthew Metcalfe Directorate Lead: Jenny Simpson	Very High (16)	Very High (16)	High (12)	↔	Very High (16)	Very High (16)	Very High (16)	Very High (16)	Very High (16)	Very High (16)
SP0002	Risk Title: Financial Sustainability (Long Term) Risk Owner: Matthew Metcalfe Directorate Lead: Jenny Simpson	Very High	Very High	High (12)	↔	Very High (16)	Very High (16)	Very High (16)	Very High (16)	Very High (16)	Very High (16)

System Risk Management

The BAF and CRR is indicative of where BOB sits currently in terms of its maturity. As a system partner, BOB needs to develop its understanding of system risk, and is looking to put system risk management principles into practice through mutual collaboration.

System leads have agreed to meet in the New Year, via a workshop, to begin to develop the principles, and put in place a phased approach to agree organisational core principles; areas of risk commonality; and system priorities and objectives. A programme of work will be established on key risk areas that could impact our system and how we can work as system partners to mitigate and seek opportunity for risk.

Next Steps – Board Development Session (Risk Appetite)

This will be facilitated by our internal auditors (RSM) and has been provisionally timetabled for the 19 March 2024. AS highlighted in the ARC discussion on 2 January we need to focus on how we embed risk management and bring it to life to support delivery of our goals.

Action Required

The Board is asked to:

- **Note** the report.
- **Note** the BAF and CRR ‘Red Rated Risks’

Conflicts of Interest: No conflict identified.

Date/Name of Committee/ Meeting, Where Last Reviewed: Executive Management Committee: 11 December 2023
Audit and Risk Committee: 2 January 2024

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Risk Criteria	
Project	ICB Board Assurance Framework (BAF)
Risk Area	BOB ICB Strategic Risks/Board Assurance Framework BAF

Very High														
Reference	Risk Title and Ownership	Risk Description	Inherent Score	Residual Score	Target Score	Directorate / Governance Group / Assurances	BOB ICB Core Objectives	Risk Review Status	Current Review Period End Date	Detail	Score	Score Text	Detail	Closed
1154	Risk Title: Financial Sustainability Risk Owner: Matthew Metcalfe Directorate Lead: Jenny Simpson Created: 17 Nov 2022	If: the BOB Integrated Care System is unable to manage its expenditure within its available resource Then: it will not deliver its financial plan and financial targets Resulting in: reputational damage and inability to deliver high quality services for patients	Very High	Very High	High	Directorate: Finance Primary Responsible Governance Group: System Productivity	Improve outcomes, Tackle inequality, Enhance productivity, Social and economic development	Open	22 Dec 2023	NHSE financial controls implemented across all organisations within the system. All new expenditure by ICB approved by Executive Team, establishment of recovery plan, monitoring of actions by Productivity Committee. ICS Efficiencies Collaborative Group (IECG) established and work in progress	0.5 0.5	Adequate Adequate	In-year financial recovery plans being developed for discussion with NHSE. IECG to add additional focus to short term delivery in light of current financial pressures System reforecast submitted to NHSE on 22/11/2023 with forecast deficit for the System of £47.6m, £27m worse than plan.	
1156	Risk Title: Access to Services Risk Owner: Matthew Tait Directorate Lead: Ben Gattlin Created: 17 Nov 2022	If: the BOB health and care system is unable to achieve the restoration of NHS services in line with 2023/24 priorities and operational planning guidance Then: the populations of BOB will wait longer for clinical appointments and treatment Resulting in: poorer health outcomes for people across BOB	Very High	Very High	High	Directorate: Delivery Primary Responsible Governance Group: Population Health and Patient Experience Committee	Improve outcomes, Tackle inequality	Open	15 Aug 2023	NHSE assurance and oversight processes Review at PHPE Committee System Wide Boards SOF Processes with Trusts Board Performance Reports	1 1 0.5 1 1	Substantial Substantial Adequate Substantial Substantial	Additional UEC recovery plans requested for BHT & OUH Revised trajectories for waiting lists requested from all 3 Trusts	

High														
Reference	Risk Title and Ownership	Risk Description	Inherent Score	Residual Score	Target Score	Directorate / Governance Group / Assurances	BOB ICB Core Objectives	Risk Review Status	Current Review Period End Date	Detail	Score	Score Text	Detail	Closed
1155	Risk Title: Resilience Risk Owner: Matthew Tait Directorate Lead: Alexander Thompson Created: 17 Nov 2022	If: the BOB health and care system lacks resilience to respond to significant incidents, events and emergencies Then: services to the population of BOB will be affected resulting in: poorer health outcomes for people across BOB	High	High	Medium	Directorate: Delivery Primary Responsible Governance Group: Audit and Risk Committee	Improve outcomes, Tackle inequality, Enhance productivity	Open	15 Aug 2023	NHSE EPRR Standards and Review Review through Audit and Risk Committee Production of Annual Report to Board Robust risk and capability management in partnership with stakeholders - LRF and LHRP EPRR work programme developed against risks Internal Business Continuity Management System	0.5 0.5 0 0 0	Adequate Adequate Limited Limited Limited		
1157	Risk Title: Transformation Risk Owner: Nick Broughton Directorate Lead: Catherine Mountford Created: 17 Nov 2022	If: the ICB is unable to establish and lead a system-wide approach and culture of transformation Then it will fail to achieve the four core purposes set out by NHS England. Resulting in: non-compliance of statutory requirements	Very High	High (3:3-9)	Medium	Directorate: Strategy and Partnerships Primary Responsible Governance Group: System and Place Development Committee	Improve outcomes, Tackle inequality, Enhance productivity, Social and economic development	Open	09 Dec 2023	Integrated Care Strategy agreed. Joint Forward Plan agreed Acute Provider Collaborative/Elective Care Programme with agreed work programme Urgent and Emergency Care system wide priorities Quarterly ICB/NHSE oversight and Trust tri-partite sessions Developing Suite of BOB system strategies (gap) System Leadership Forum established - meeting frequently twice year (met 6 Nov 23)	1 1 0.5 0.5 0.5 0.5	Substantial Substantial Adequate Adequate Adequate Adequate	Further development of provider collaboratives and delegation of some agreed functions Development of Place moving to agreed level of delegated resources with LA Partner e.g., Health Inequalities Developing system Q1 approach. Whole system education even in June.	02 Aug 2023
1159	Risk Title: Working in Partnership Risk Owner: Matthew Tait Directorate Lead: Matthew Tait Created: 17 Nov 2022	If: BOB does not develop effective partnerships across place, system and beyond Then: it will be unable to respond to the needs of patients and public across BOB Resulting in: lost opportunities to deliver the right care at the right place and at the right time to address the full range of people's needs	High	High	Medium	Directorate: Delivery Primary Responsible Governance Group: System and Place Development Committee	Social and economic development	Open	15 Aug 2023	NHSE assurance and oversight Review at SPD Committee SOF Processes with Trusts Board Performance Reports	1 1 1 1	Substantial Substantial Substantial Substantial		
1160	Risk Title: Workforce Risk Owner: Caroline Corrigan Directorate Lead: Dalishad Cunnah Created: 17 Nov 2022	If: the BOB health and care system is unable to attract and retain a suitably qualified workforce Then: there is a possibility that there will be an inability to deliver key ICB business objectives due to the potential failure to retain capacity and expertise at ICB workforce level as we go forward with the development of ICS working at place and within the wider system. Resulting in: Impact upon the deliverability of the People Plan and potential impact on the quality and continuity.	High	High (3:3-9)	Medium	Directorate: People Primary Responsible Governance Group: People Committee	Improve outcomes, Tackle inequality, Enhance productivity	Open	09 Dec 2023	System projects to be put in place to support our most challenged workforce 1. Collaborative absence management 2. Collaborative health and care recruitment 3. Managing our agency and bank temporary staffing 4. Collaborative staff turnover These projects are set out in our Joint Forward Plan and People Strategy	0.5	Adequate	System projects to be put in place to support our most challenged workforce.	

Medium														
Reference	Risk Title and Ownership	Risk Description	Inherent Score	Residual Score	Target Score	Directorate / Governance Group / Assurances	BOB ICB Core Objectives	Risk Review Status	Current Review Period End Date	Detail	Score	Score Text	Detail	Closed
1153	Risk Title: Health Inequalities Risk Owner: Rachael Decaux Directorate Lead: Steve Goldensmith Created: 17 Nov 2022	If: the ICB is unable to integrate and lead effectively with its system partners in relation to improving health outcomes and reducing health inequalities Then: the population of BOB will continue to experience inequalities and suboptimal outcomes and experience. Resulting in: poor outcomes and failure to support broader social and economic development	High	Medium	Medium	Directorate: Medical Primary Responsible Governance Group: Population Health and Patient Experience Committee	Improve outcomes, Tackle inequality	Open	17 Dec 2023	The putting in place of agreed priorities to tackle health inequalities through Place and clinical programmes	0.5	Adequate	Place development of plans for use of HI funding	
1158	Risk Title: Quality and Safety Risk Owner: Rachael Corser Directorate Lead: Rachael Corser Created: 17 Nov 2022	If: the ICB does not have the correct quality assurance mechanisms in place Then: it may fail to maintain or improve the quality and safety of patient services Resulting in: poor patient care and experience and potential harm	Very High	Medium	Medium	Directorate: Nursing Primary Responsible Governance Group: Population Health and Patient Experience Committee	Improve outcomes, Tackle inequality	Open	07 Sep 2023	a) Additional interim support in place b) Restructure proposal of team to support strengthening oversight underway c) Aligning of quality processes across Place d) System wide quality workshop undertaken e) New quality group in place to support oversight of internal quality processes	0.5	Adequate	a) Redesign of monthly quality Dashboard - 02 Aug 2023 April 2023 - 1st draft completed b) Development of quarterly thematic reports - May 2023 - now in place c) Restructure consultation outcome implementation commences - March 2023 - restructure completed d) Quality Assurance framework developed - First draft March 2023 - approved July 23 e) Quality Strategy developed - May 2023	

Corporate Risk Register - Red Rated Risks

Generated Date		27 Dec 2023 12:56																		
Risk Criteria																				
Project		Risk Registers																		
Risk Area		BOB Corporate Risk Register																		
Very High																				
Prefix	Reference	Directorate	Risk Title and Ownership	Risk Description	Inherent Score	Residual Score	Target Score	Directorate / Governance Group	BOB ICB Core Objectives	Risk Review		Controls				Actions		Flagged for 'Deep Dive'		
										Review Status	Current Review Period End Date	Detail	Closed	Score	Score Text	Detail	Closed			
SP0001	1053	Finance	Risk Title: Financial Sustainability (in year) Risk Owner: Matthew Metcalfe Created: 15 Sep 2022	As a result of: Demand is higher than plan and/or non-delivery of planned savings There is the risk of: (1) non-delivery of financial duties and resulting intervention regimes(2) long term sustainability(3) inability therefore to tackle inequalities Resulting in: which may result in not meeting statutory targets / obligations resulting in non compliance and the inability to provide a financially sustainable and affordable healthcare system in BOB	Very High (4:4=16)	Very High (4:4=16)	High (3:4=12)	Directorate: Finance Primary Responsible Governance Group: System Productivity	Enhance productivity	Missed	15 Mar 2023	Work being carried out with ICS partners on wider system recovery in year and subsequent years			0.25	Adequate	IECG to oversee collation of ICS efficiency portfolio		No	
										Open	31 Dec 2023	Balanced plan submitted for ICB May 2023 as part of overall ICS deficit plan agreed with NHS E.			0.25	Adequate	IECG to facilitate identification and development of ICS efficiency opportunities and to maintain a pipeline tracker			
												ICS Efficiency Collaboration Group (IECG) established to drive a financially sustainable position for the BOB ICS across a 5 year horizon. Immediate focus on short term delivery required due to financial pressures.			0.67	Adequate	IECG to report bi monthly to SPC on development and delivery status Regular reporting to SPC of ICB and system financial position and risks Ensure all budget holders are clearly identified, receive regular reports and take action to address variances and risks			
												Good in year budgetary control by budget holders supported by Finance team and adequate reporting			0.5	Adequate				
												Particular focus on areas of budget pressure for ICB - prescribing and CHC.			0.5	Adequate	In relation to 1865: MM Team to extend and accelerate savings plans and using NHSE guidance.			
												Med Man Team focussed on saving plans and delivery. Reviewing NHSE Medicine Optimisation guidance for additional initiatives					In relation to 1865: CHC action plan to be accelerated to deliver savings in year and develop reporting methodology to monitor savings achieved			
												CHC: Action plan has had delayed implementation. Two organisations now appointed to deliver reviews Implementation on financial controls regime for systems in deficit - including vacancy control panel and controls on discretionary expenditure.			0.5	Adequate	In relation to 2142: ensure all required controls in place and functioning effectively			
												Detailed Directorate Review of SDF, accruals and budget positions undertaken in November 2023			0.5	Adequate	Following National System re-forecast exercise, Directorate Teams challenged to stop or delay £45m worth of expenditure by reviewing SDF and brought forward accruals			
																	Further system risk to be addressed with system partners to enable system to deliver its plan for year end.			
SP0002	1055	Finance	Risk Title: Financial Sustainability (Long Term) Risk Owner: Matthew Metcalfe Created: 15 Sep 2022	As a result of: Insufficient funding to meet all demands in the medium to long term and lack of achievable savings plans for the system for the next 5 years There is the risk of: Some/all organisations in the BOB ICS not achieving their financial targets and therefore the system not achieving its target. Resulting in: Intervention and special measures from NHS E	Very High	Very High	High (3:4=12)	Directorate: Finance Primary Responsible Governance Group: System Productivity	Enhance productivity	Missed	15 Mar 2023	The ICBs financial plans for 2023/24 to be worked through and agreed with NHS England (Dec 2022)	09 Jun 2023				A return to a form of pre-pandemic framework has been announced for 2022-23 and this could potentially create a significant financial gap for the ICB in the coming period(s).	09 Jun 2023	No	
										Open	31 Dec 2023	The ICB is being closely monitored by NHS England			1	Substantial				
												System CFO group considering longer term financial sustainability and actions required			0	Limited	The details of this potential gap are currently being worked through with ICS partners. The BOB CCGs will work closely together to develop a recovery plan for the ICB and with other ICS Partners on wider system recovery	09 Jun 2023		
												ICS Efficiencies Collaborative Group (IECG) established and work commenced - funding agreed by SPC March 2023 and SRO appointed May 2023			1	Substantial				
																	2023-24 financial plan submitted and agreed with NHS E	09 Jun 2023		
																	System CFO group to agree approach to longer term financial sustainability and for pipeline of Savings plans via IECG group			
																	IEGG to oversee collection of ICS efficiency portfolio for next 5 years			