

Appendix 19a - System Risk Register (BAF)



Generated Date	12/03/2024 10:25
Risk Criteria	
Project	LIVE - Risk
Risk Area	ICB Board Assurance Framework
Action Criteria	
Project	LIVE - Action



Risk Movement Over Time (23/24)

	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24
BAF0001	16	16	20	20	20	20	20	20	20	20	20		
BAF0002	20	20	20	20	20	20	20	20	20	20	20		
BAF0003	20	20	20	20	20	20	20	20	20	20	20		
BAF0004	16	16	16	16	16	16	16	16	16	16	16		
BAF0005	16	16	20	20	20	20	20	20	20	20	20		
BAF0006	15	15	20	20	20	20	20	20	20	20	20		
BAF0007	16	16	16	16	16	16	16	16	16	16	16		
BAF0008	20	20	20	20	20	20	20	20	20	20	20		
BAF0009	16	16	16	16	16	16	16	16	16	16	16		
BAF0010			9	9	9	9	9	9	9	9	9		
BAF0011							16	16	16	16	16		
BAF0012											6		

High							
Prefix	Risk Detail	Initial Priority	Controls Detail	Controls Assurance Summary	Current Priority	Actions Action Details	Target Priority
BAF0001	<p>Risk Title: Recovery of Elective Services</p> <p>Risk Description: There is a risk that the NHS is unable to recover elective services and waiting times to pre-pandemic levels due to Covid and Urgent and Emergency Care pathway related pressures, workforce constraints or demand led pressures. This may lead to poorer patient outcomes and reputation damage.</p> <p>Risk Owner: Anne Brierley</p> <p>Risk Lead: Michael Ramsden</p> <p>Status: Open</p>	High (4:5=20)	<p>The actions and controls to support the System Pressures risk will support Elective Recovery, as, if there is strong demand management and flow, then the likelihood of emergency medical patients outlying to surgical ward (and concomitant elective cancellation) will be mitigated.</p> <p>Processes in place to ensure those with most urgent clinical needs are treated first.</p> <p>Quality - Supporting review of performance across service provision in particular Cancer services and associated Pathways & diagnostics.</p> <p>Triangulating information and soft intelligence such as serious incidents , complaints , HW engagement , Safeguarding partnership information. Involvement in ICS board discussion for MH , Stroke , Cancer, safeguarding</p> <p>An Elective Recovery Board has been convened to track recovery and instigate actions. The Board involves CEO/executive/senior stakeholders across commissioning providers &</p>	<p>Process embedded into clinical services for all relevant providers</p> <p>Elective Recovery Board Papers</p>	High (4:5=20)	<p>Detail: System wide transformation plan to increase productivity using GIRFT data); transform outpatients through advice and guidance, PIFU and virtual clinics; demand management actions such as clinical triage. All outlined in the 22/23 Operational Plan and delivery overseen by the Elective Collaboration Board</p> <p>Assignee: Michael Ramsden</p> <p>Variable Target: 28 Mar 2024</p> <p>Status: In Progress</p> <p>Detail: Delivery of national and local recovery priorities, monitored through the Elective Collaboration Board and Leadership Group</p> <p>Assignee: Michael Ramsden</p> <p>Variable Target: 29 Mar 2024</p> <p>Status: In Progress</p>	High (4:3=12)

		<p>standards across commissioning, providers & NHSEI and is accountable for delivery of the Elective Transformation Programme and Elective Accelerator Programme in Bedfordshire, Luton and Milton Keynes. It sets the vision and change needs to deliver the programme objectives whilst assuring quality, safety and value for the BLMK system and our population.</p> <p>RTT reporting enabling Wait list size trends</p> <p>Optimising use of available resources</p> <p>Independent Sector and community services use to support Trusts in their wait reduction...</p> <p>Trusts Elective recovery plans</p> <p>Ongoing monitoring and oversight via Elective</p>		<p>Detail: Protecting Electives through winter resilience Assignee: Francesca Cummings Variable Target: 01 Apr 2024 Status: Not Started</p>		
BAF0002	<p>Risk Title: Developing suitable workforce Risk Description: If system organisations within BLMK ICS are unable to recruit, retain, train and develop a suitable workforce then staff experience, resident outcomes and the delivery of services within the ICS, ICB People Responsibilities and the System People Plan are threatened. Risk Owner: Martha Roberts Risk Lead: Bethan Billington Status: Open</p>	High (4:5=20)	<p>EDI & Wellbeing: People Board Sub Group focussing on supporting the wellbeing of staff across the ICS. Also responsible for improving workforce inequalities relating to protected characteristics and development and implementation of initiatives e.g. 'no more tick boxes' to address recruitment inequalities.</p> <p>Leadership & OD: People Board Sub Group focussing on building the OD capacity and skills within the system to support workforce transformation across health and care. Development of leadership and development programmes for the ICB and system partner organisations in conjunction with regional and national bodies.</p> <p>Primary Care: People Board Sub Group focussing on workforce programmes as they relate to Primary Care Workforce. Wellbeing, career development, new roles (e.g. ARRS), international recruitment and workforce planning</p> <p>Workforce Modelling & Supply: People Board Sub group focussing on the development of workforce strategy, recruitment, retention programmes and innovative role pilots</p> <p>Primary Care Training Hub supporting in recruitment, retention and training of primary care workforce</p> <p>People Board: ICS Executive Group with responsibility for People Plan delivery to meet ICS workforce priorities linked to BAF and People</p> <p>Education Partnership: People Board Sub Group responsible for development and co-ordination of CPD fund use & demand scoping for system as well as use of apprenticeship levy, school and university engagement and development of innovate courses and training courses across health and care workforce</p> <p>People Board (occurs 2 monthly)</p>	High (4:5=20)	<p>Detail: Rotational Apprenticeship: (Education Partnership) Pilot of level 3 HCA rotational apprenticeship between health and care providers in Bedfordshire to launch in 22/23 as proof of concept Assignee: Catherine Jackson Variable Target: 01 Mar 2024 Status: In Progress</p> <p>Detail: Launch, assess and embed the Health and Wellbeing pilot: (Primary Care) Pilot a range of wellbeing support and interventions for primary care staff, assess their impact and embed those which represent value to the system. Assignee: Susi Clarke Variable Target: 31 Mar 2024 Status: In Progress Detail: 50k Nursing Target: (linked to Workforce Modelling and Supply) System has a target to increase... Assignee: Marie Lambeth-Williams Variable Target: 31 Mar 2024 Status: In Progress</p> <p>Detail: Embed use of 'No more tick boxes' recruitment approach: (EDI & Wellbeing) To ensure that system organisations have implemented the key principals of the 'no more tick boxes' approach to recruitment in at least some recruitment episodes in 22/23 Assignee: Bethan Billington Variable Target: 31 Mar 2024 Status: Not Started</p>	High (4:3=12)
BAF0003	<p>Risk Title: System Pressure & Resilience Risk Description: As a result of continued pressure on services from various factors (staff sickness, increased activity etc) there is compromised resilience in the health and social care system which threatens delivery of services across BLMK. This may lead to poorer patient</p>	High (4:5=20)	<p>BLMK engaged with regional critical care groups</p> <p>BLMK Primary Care Access Program</p> <p>SHREWD being implemented across BLMK to enable real time resilience/flow data.</p>	High (4:5=20)		High (3:4=12)

	<p>across BLMK. This may lead to poorer patient outcomes and reputational damage.</p> <p>Risk Owner: Anne Brierley</p> <p>Risk Lead: Anne Brierley</p> <p>Status: Open</p>		<div><div>In line with escalation process, daily system calls in place for Bedfordshire</div><div>Specific ICB focus on community bed management across Bedfordshire.</div><div>Increased Patient Transport Services to facilitate swifter discharge</div><div>Discharge To Assess process is being implemented in Bedfordshire (already in place in Milton Keynes and Luton)</div><div>Monthly reports are reviewed at the TILT, Q&P and F&P meetings and the GB</div><div>ICB officers review performance weekly via reset & restoration meetings</div><div>Reports are provided to the ICS CEO meeting regarding the performance issues and Covid position</div><div>Revised escalation process in place to prompt system response across BLMK</div><div>The Exec Team reviews performance on a monthly basis</div><div>BLMK Performance & Delivery Group reviews performance on a bi-monthly basis and agrees system mitigations and actions</div><div>Work with Councils to review and redesign care pathways to release more therapy resource to focus on flow.</div><div>Winter Planning to include commissioning of further capacity (beds and care) across BLMK</div></div>	<div><div>Minutes of TILT, Q&P, F&P and GB</div><div>Reviews of statistical performance data on monthly basis to are mitigations and actions</div></div>			
BAF0004	<p>Risk Title: Widening inequalities</p> <p>Risk Description: There is a risk that inequalities and outcomes for specific demographic groups within BLMK population will widen (e.g. cost of living, health and care demand pressures) compromising our ICS purpose to improve outcomes and tackle inequalities.</p> <p>Risk Owner: Sarah Stanley</p> <p>Risk Lead: Sarah Stanley</p> <p>Status: Open</p>	High (4:5=20)	<div><div>Resource allocation for 22/23 to help to reduce inequalities and draw out learning for future investment</div><div>Learning from incidents , safeguarding case review, Community partnership safety work</div><div>The new PCN Impact Investment Fund (criteria released 24.08.21) states that by 31 March 2022, PCNswill make use of GP Patient Survey results for practices in the PCN to identify patient groups experiencing inequalities in their experience of access to general practice, and develop and implement a plan to improve access for these patient groups.</div><div>Cross-ICS inequalities steering group and working group to coordinate inequalities activity across the ICS framed around the core20plus5 approach</div><div>ICS system inequalities lead appointed giving more capacity for this workstream</div><div>Health inequalities defined at place and PCN level</div><div>Supporting the workforce to deal with the impact of the pandemic being overseen by the BLMK Peoples Board.</div><div>Work with voluntary agencies e.g maternity Voices , parent carer forums SEND in coproduction of outcomes</div><div>Safeguarding partnership board priorities (Neglect , transition etc..) Working with providers and partners on access for seldom heard communities</div><div>Developing Business Intelligence reporting to report key health outcomes/NHS constitutional standards by place and PCN...</div><div>Review to understand the impact of Covid on inequalities (Lloyd Denny)...</div></div>	<div><div>Proposal signed off by appropriate governance - Paul Calaminus SRO</div><div>Development of performance framework to track impact on inequalities</div></div>	High (4:4=16)	<p>Detail: Assurance and outcome metrics to be developed by AD BI and Performance</p> <p>Assignee: Buz Dodd</p> <p>Variable Target: 10 Nov 2023</p> <p>Status: In Progress</p>	High (4:3=12)
BAF0005	<p>Risk Title: System Transformation</p> <p>Risk Description: There is a risk that sustained operational pressures and complexity of change, there will be reduced delivery and benefit from system transformation changes to delivery</p>	High (4:5=20)	<div><div>Operational performance management process in place taking account of responses to operational pressures</div><div>Performance & Delivery Group - manages operational performance</div></div>	<div><div>Operational performance management plan</div><div>Performance & Delivery Group</div></div>	High (4:5=20)	<p>Detail: Set clear timescales and expectations for place plans to deliver transformation for the population</p> <p>Assignee: Anne Brierley</p> <p>Variable Target: 05 Sep 2023</p>	Medium (3:2=6)

	<p>strategic transformational change to deliver improved outcomes for our population.</p> <p>Risk Owner: Anne Brierley</p> <p>Risk Lead: Anne Brierley</p> <p>Status: Open</p>		<div><div>immediate operational issues</div><div>Chief Exec/SOAG - regular reviews of operational performance issues to agree mitigations</div><div>Agreed strategic priorities across the system in place</div><div>Same Day Urgent Primary Care Offer</div></div> <div><div>EPRR Framework and System monitors and responds to incidents resulting from operational pressures to wider system</div><div>EPRR Workplan</div></div>		<p>variable target: 05 Sep 2023</p> <p>Status: In Progress</p>	
BAF0006	<p>Risk Title: Financial Sustainability & Underlying Financial Health</p> <p>Risk Description: As a result of increased inflation, significant operational pressures, patient backlogs and the enduring financial implications of the Covid pandemic - there is a risk to the underlying financial sustainability of BLMK that could result in failure to deliver statutory financial duties.</p> <p>Risk Owner: Dean Westcott</p> <p>Risk Lead: Stephen Makin</p> <p>Status: Open</p>	High (5:4=20)	<div><div>Monthly financial reporting to Finance & Investment Committee and Integrated Care Board - includes analysis of financial performance: revenue, capital, underlying financial performance plus risks & mitigations. System led financial oversight through SOAG, Performance & Delivery Group and System DoFs Group.</div><div>Update and development of system Medium Term Financial Plan for 2023/24 to 26/27. Includes scenario modelling of key variables and downsides.</div></div>	High (5:4=20)	<p>Detail: Development and implementation of system transformation, improvement and efficiency programme covering for 2023/24 + across and between ICS partners</p> <p>Assignee: Anne Brierley</p> <p>Variable Target: 31 Jul 2023</p> <p>Status: In Progress</p>	High (4:3=12)
BAF0008	<p>Risk Title: Population Growth</p> <p>Risk Description: As a result of fast rate of population growth in BLMK, there is a risk that our infrastructure will not keep pace with the needs of our population, which will exacerbate widening inequalities and outcomes.</p> <p>Risk Owner: Anne Brierley</p> <p>Risk Lead: Anne Brierley</p> <p>Status: Open</p>	High (4:5=20)	<div><div>Joint forward plan population trajectories</div><div>Oxford-Cambridge Arc</div><div>Local Authority Place Plans</div><div>Partner Support Schemes for staff</div></div> <div><div>Working with public health to develop population growth and demographic shift modelling to 2040</div></div>	High (4:5=20)	<p>Detail: Primary Care estates strategy aligned with One Public Estates plan</p> <p>Assignee: Nikki Barnes</p> <p>Variable Target: 30 Apr 2024</p> <p>Status: In Progress</p> <p>Detail: Infrastructure plans (capital, estates, health services, workforce) will be addressed in the 5 year Joint Forward Plan, in line with Local Authority plans.</p> <p>Assignee: Anne Brierley</p> <p>Variable Target: 31 Dec 2023</p> <p>Status: In Progress</p> <p>Detail: One public estates plan mapped against population growth for each borough</p> <p>Assignee: Dean Westcott</p> <p>Variable Target: 04 Dec 2023</p> <p>Status: Not Started</p>	High (3:4=12)
BAF0007	<p>Risk Title: Climate Change</p> <p>Risk Description: Due to climate change and wider impacts on the environment and biodiversity, there is a significant risk of increased pressure on health and care services, due to: i) exacerbation of existing health conditions (e.g. CVD, COPD, Asthma, mental health); ii) new health challenges (e.g. tropical disease prevalence, population migrations); iii) extreme weather events resulting in harm (e.g. storms, floods, wildfires); iv) disruption to day-to-day healthcare provision (e.g. supply chain, workforce availability, power outages, infrastructure damage); and v) a deterioration in population health outcomes. This risk is materialising now, in some contexts, and will</p>	High (4:4=16)	<div><div>Partner Green Plans and Sustainability Plans. NHS organisations, local authorities and other public sector ...</div><div>Local Resilience Forum Adverse Weather Plans</div><div>BLMK ICS Green Plan 2022-25</div><div>Severe Weather Plan</div><div>Green Plan Operational Working Group</div><div>Climate Adaptation Task & Finish Group</div><div>Environmental Sustainability ICS Leadership Group</div></div>	High (4:4=16)	<p>Detail: Implement recommendations from Green Plan Health Impact assessment.</p> <p>Assignee: Tim Simmance</p> <p>Variable Target: 05 Feb 2024</p> <p>Status: Not Started</p>	Medium (2:4=8)

	increase in both likelihood and severity as climate change progresses. Therefore the priority is to agree an Adaptation Plan for the system. Risk Owner: Maria Wogan Risk Lead: Tim Simmance Status: Open						
BAF0009	Risk Title: Rising Cost of Living Risk Description: As a result of rising cost of living there is a risk that our staff and residents will not be able meet their basic needs resulting in deteriorating physical and mental health resulting in pressure on all public services. Key concerns:- Impact of winter and cold weather- Ability to heat homes, keep warm, and eat well. Risk Owner: Maria Wogan Risk Lead: Martha Roberts Status: Open	High (4:4=16)	<div>Delivery of ongoing communications to support population access to support services in partnership with Trusts and Local Authorities.</div> <div>Local Authority support schemes for residents<ul style="list-style-type: none">- Warm spaces/hubs- Food banks etc</div> <div>Partner and national NHS financial plans for managing increased costs due to inflation</div> <div>Clinical and operational prioritisation of waiting lists is now part of business as usual to support access to services as appropriate</div>		High (4:4=16)	<div>Detail: [EDI & Wellbeing People Sub-Group established]: Ongoing work plan for maximising support for staff across BLMK. Assignee: Bethan Billington Variable Target: 31 Mar 2024 Status: In Progress</div> <div>Detail: Implementation of inequalities work programme to support the most vulnerable people... Assignee: Maria Laffan Variable Target: 10 Mar 2024 Status: Not Started</div> <div>Detail: Develop approach to prioritise residents waiting for treatment who are unable to work as a result of their condition Assignee: Tim Simmance Variable Target: 28 Jun 2024 Status: Not Started</div> <div>Detail: Luton 2040 programme to ensure that Luton is a healthy, fair, and sustainable town where everyone can thrive, and no one has to live in poverty. (CEO-LBC) Assignee: Nicky Poulain Variable Target: 31 Jan 2040 Status: Not Started</div>	High (3:4=12)
BAF0011	Risk Title: Health literacy - Denny Review Risk Description: As a result of challenges with health literacy and understanding of health services as identified in the Denny Review, there is a risk that members of minority, disadvantaged and seldom-heard communities in BLMK are not able to properly access or navigate between health and care services, potentially leading to an exacerbation of health inequalities, increasing a sense of fragmentation between services, and resulting in adverse health outcomes. Risk Owner: Maria Wogan Risk Lead: Dominic Woodward-Lebihan Status: Open	High (4:4=16)	<div>Engagement with the public via Healthwatch and VCSE to explain the differences in services available...</div> <div>Inequalities senior leadership group is in place</div> <div>Working with people and communities strategy</div> <div>Diverse representation on our Working with People and Communities Committee</div> <div>Embedding of co-production into ICB processes and operations</div> <div>Memorandums of Understanding with Healthwatch and with the VCSE</div> <div>"Big Conversation" Programme of Work</div> <div>ICB's "Decision Planner"</div> <div>Publication of the Denny Review Response</div>	Managed via the winter campaign Healthwatch MOU and VCSE MoU	High (4:4=16)	<div>Detail: Co-production of "What Matters to Me" digital page to hold key information about residents across health and care Assignee: Dominic Woodward-Lebihan Variable Target: 29 Nov 2024 Status: Not Started</div> <div>Detail: Accessible communications produced and campaign to explain how to access health / care services Assignee: Dominic Woodward-Lebihan Variable Target: 28 Jun 2024 Status: Not Started</div>	Medium (4:2=8)
Medium							
BAF0010	Risk Title: Partnership working Risk Description: There is a risk that the development of the ICS's public position on an issue is inconsistent with the public position of our partners, potentially resulting in a lack	High (3:4=12)	<div>Place link directors have a coordinating role at Place and lead on place relationship management for the ICB.</div> <div>Decision Planner gives partners notice of forthcoming decisions</div>		Medium (3:3=9)	<div>Detail: Better promotion for joint local initiatives Assignee: Dominic Woodward-Lebihan Variable Target: 29 Mar 2024 Status: In Progress</div>	Medium (3:2=6)

<p>one or more partner member, resulting in a lack of clarity for the public and stakeholders</p> <p>Risk Owner: Maria Wogan</p> <p>Risk Lead: Dominic Woodward-Lebihan</p> <p>Status: Open</p>			<div><div>forthcoming decisions</div><div>Engagement Planner enables system wide coordination of engagement activity</div><div>Chair and CEO quarterly session with local leaders</div><div>Board seminar programme</div></div> <div>Working with Communities Strategy</div> <div><div>Stakeholder feedback now a regular agenda item on Exec / open space agenda and at least once a week in the huddle</div><div>Proactive briefings to key stakeholders as required:<ul style="list-style-type: none">- Briefings for newly elected councillors- Pre-briefing good practice to local leaders</div><div>Integrated communications framework to enhance partnership effectiveness, which includes a weekly communications grid for systematic information sharing, a robust communications network fostering collaboration among partners, proactive engagement through partnership social media platforms, regular dissemination of the 'Live Well' newsletter to promote health and wellbeing, and the implementation of a comprehensive media and social media strategy to ensure coherent and strategic messaging across all channels</div></div>		<div>Status: In Progress</div> <div>Detail: Prepare a briefing for the Deputies (op group) on the changed political landscape and what this means for in terms of OSC/HWB attendance and handling Assignee: Dominic Woodward-Lebihan Variable Target: 29 Feb 2024 Status: Not Started</div> <div>Detail: Establishment of Place Teams as part of implementation of the Target Operating Model Assignee: Martha Roberts Variable Target: 29 Feb 2024 Status: In Progress</div>	
BAF0012	<p>Risk Title: System Collaboration</p> <p>Risk Description: There is a risk that collaboration within the Integrated Care System (ICS) could lead to inefficiency and diluted accountability across the health and care sector organisations. This situation may result in a loss of focus on key priorities and ineffective use of resources, jeopardising the delivery of value to the BLMK population.</p> <p>Risk Owner: Maria Wogan</p> <p>Risk Lead: Maria Wogan</p> <p>Status: Open</p>	High (4:3=12)	<div>Governance Structures</div> <div>Strategic Alignment across Partners</div> <div>Regular Monitoring and Reporting</div> <div>Effective Communication Channels</div> <div>Stakeholder Engagement</div>	Medium (3:2=6)	<div>Detail: Strengthen Review Processes Assignee: Maria Wogan Variable Target: 12 May 2024 Status: Not Started</div> <div>Detail: Clarify Roles and Responsibilities Assignee: Maria Wogan Variable Target: 12 May 2024 Status: Not Started</div> <div>Detail: Enhance Communication Assignee: Maria Wogan Variable Target: 12 May 2024 Status: Not Started</div> <div>Detail: Develop a framework for delegation to place – June 24Assignee: Maria Wogan Variable Target: 12 May 2024 Status: Not Started</div> <div>Detail: OD to reduce reliance on key individual leaders Assignee: Maria Wogan Variable Target: 12 May 2024 Status: Not Started</div>	Low (1:2=2)