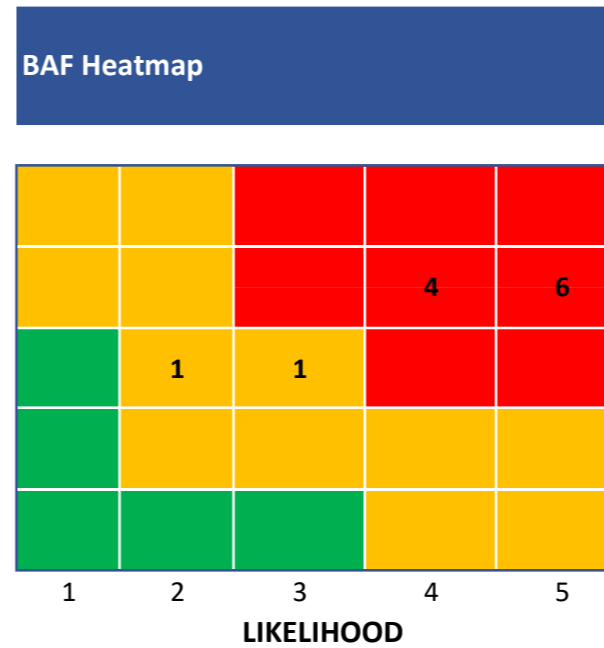


BLMK SYSTEM BOARD ASSURANCE FRAMEWORK

Risk Ref	Risk Title	Current Risk Rating	Trend
BAF0001	Recovery of Elective Services Risk	20	→
BAF0002	Developing suitable workforce	20	→
BAF0003	System Pressure & Resilience	20	→
BAF0004	Widening Inequalities	16	→
BAF0005	System Transformation	20	→
BAF0006	Financial Sustainability & Underlying Financial Health	20	→
BAF0007	Climate Change	16	→
BAF0008	Population Growth	20	→
BAF0009	Rising Cost of Living	16	→
BAF0010	Partnership Working	9	→
BAF0011	Health literacy - Denny Review	16	→
BAF0012	System Collaboration	6	→

IMPACT



Risk Movement Over Time (24/25)

	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25
BAF0001	20	20											
BAF0002	20	20											
BAF0003	20	20											
BAF0004	16	16											
BAF0005	20	20											
BAF0006	20	20											
BAF0007	16	16											
BAF0008	20	20											
BAF0009	16	16											
BAF0010	9	9											
BAF0011	16	16											
BAF0012	6	6											

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	20	20
BAF0002	20	20	20	20	20	20	20	20	20	20	20	20	20
BAF0003	20	20	20	20	20	20	20	20	20	20	20	20	20
BAF0004	16	16	16	16	16	16	16	16	16	16	16	16	16
BAF0005	16	16	20	20	20	20	20	20	20	20	20	20	20
BAF0006	15	15	20	20	20	20	20	20	20	20	20	20	20
BAF0007	16	16	16	16	16	16	16	16	16	16	16	16	16
BAF0008	20	20	20	20	20	20	20	20	20	20	20	20	20

BAF0009	16	16	16	16	16	16	16	16	16	16	16	16	16
BAF0010			9	9	9	9	9	9	9	9	9	9	9
BAF0011							16	16	16	16	16	16	16
BAF0012											6	6	6

Risk Ref:	BAF0001
Risk Title:	Recovery of Elective Services Risk
Risk Description:	There is a risk that the NHS is unable to recover elective services and waiting times to pre-pandemic levels due to increased Urgent and Emergency Care pathway related pressures, workforce and financial constraints, or demand led pressures. This may lead to poorer patient outcomes and reputation damage.
	Notes: The UEC Risk actions are being developed via system workshops this week and will be reported at the Committee meeting on Friday

Risk Owner:	Anne Brierley
Risk Lead:	Michael Ramsden
Governance Board:	Elective Collaboration Board/Quality & Performance Committee

	Impact	Likelihood	Risk Rating
Inherent	4	5	20
Current	4	5	20
Target	4	3	12

Organisations	Key Risk Indicators				
	TBC	TBC	TBC	TBC	TBC
BBC					
BHFT					
CBC					
CCS					
CNWL					
EEAST					
ELFT					
LBC					
MKCC					
MKUH					
SCAS					
System	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Controls
The actions and controls to support the Pandemic and 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.
Processes in place to ensure those with most urgent clinical needs are treated first. Quality - Supporting review of performance across service provision in particular Cancer services and associated Pathways & diagnostics. 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
An Elective Recovery Board has been convened to track recovery and instigate actions. The Board involves CEO/executive/senior stakeholders 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.
RTT reporting enabling Wait list size trends
Optimising use of available resources
Independent Sector and community services use to support Trusts in their wait reduction and where choice is indicated, transfer care to providers with short waits. In addition, Trusts are now using a Digital Mutual Aid System (DMAS) to request support from providers across the country (where choice has indicated they are willing to have care transferred)
Trusts Elective recovery plans

Actions	Lead	Due Date	Status
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	Michael Ramsden	01/06/2024	In Progress
Delivery of national and local recovery priorities, monitored through the Elective Collaboration Board and Leadership Group	Michael Ramsden	09/07/2024	In Progress

Updates	Date
Elective continues to be challenging due to Industrial action and non-elective pressures. System activity is close to plan and the ICB is experiencing significant growth in the Independent Sector which will support recovery. A national choice campaign will allow patients more flexibility on where they receive treatment meaning all available capacity is maximised.	05/10/2023
Risk reviewed, no changes since last review	23/02/2024

Risk Ref:	BAF0002
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
Governance Board:	Finance & Investment Committee/Quality & Performance

	Impact	Likelihood	Risk Rating
Inherent	4	5	20
Current	4	5	20
Target	4	3	12

Organisations	Key Risk Indicators				
	TBC	TBC	TBC	TBC	TBC
BBC					
BHFT					
CBC					
CCS					
CNWL					
EEAST					
ELFT					
LBC					
MKCC					
MKUH					
SCAS					
System	#DIV/0!	#DIV/0!	#DIV/0!	#####	#DIV/0!

Controls
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.
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.
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 and OD.
Workforce Modelling & Supply: People Board Sub group focussing on the development of workforce strategy, recruitment, retention programmes and innovative role pilots
Primary Care Training Hub supporting in recruitment, retention and training of primary care workforce
People Board: ICS Executive Group with responsibility for People Plan delivery to meet ICS workforce priorities linked to BAF and People Board workforce risks. This enables delivery of ICS Strategic Objectives, ICB People Responsibilities and development of Workforce strategy
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

Actions	Lead	Due Date	Status
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	Catherine Jackson	30/06/2025	In Progress
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.	Susi Clarke	31/03/2024	In Progress
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	Bethan Billington	12/07/2024	In Progress

Updates	Date
50k Nurse Programme: Nurse supply has improved Nov 2022 to Feb 2023 has seen a month on month increase and above programme trajectory, with March 2023 showing an above trajectory of 1.3%. This is driven mainly by international recruitment (13.3% above trajectory). - International Nurse Recruitment: Forecasting to March 2024, BLMK (Acute Trusts) will have recruited 709 IR. This is likely to be approx. 750 when including Community and Mental Health Trusts - Retention: Workstreams have been established as Flexible Working, Onboarding & Early careers and Career Development: Mid to Late Careers. - Legacy Mentoring roles: Eight roles in place for Nursing, Midwifery and AHP (Physio) in Acute and Primary Care. Regional strategy developed from BLMK results for attraction and recruitment into these legacy roles. Legacy Paramedic with EEAST has commenced (first nationally), recruiting for Legacy Therapies post at BHFT. Discussions started re Legacy roles in Social Care, Community and Mental Health. - Late Career Nurse programme: HEE funding to Primary Care training hub to support Mid to late career programme more specifically targeting General Practice Nurses. This has also been offered across our system (8 places) to mid-late career staff. Programme started 22nd March 2023 it will run for 12 months. In discussion to run a 2nd Cohort in 2024 which will be extended system wide - HCSW Recruitment and Retention: Digital campaign is now live - landing page including Bedfordshire Hospitals and MKUH hyperlinks advertising band 2 HCSW vacant roles. Digital Posters and Billboards across BLMK and leaflet advertising roles distributed in likely postcoded areas with digital poverty. - HCSW Rotational Apprenticeships: Final draft of "advert" for all employing partners agreed; Partners' Apprentice Job Descriptions will be used. ELFT will now be employing a HCSW Apprentice for their community services in Bedfordshire. Draft rotation schedule shared with partners for comment. Lessons learned captured. Agreed to hold two separate recruitment days in North & South Bedfordshire.	07/08/2023
The team have developed an inclusive recruitment toolkit that will be rolled out within the ICB from Dec 2023 The 50k Nursing programme is due to complete and BLMK has met its target The ICS is working with Breaking Boundaries Innovators to develop supported employment pathways The ICB has signed up to the Lived Experience Charter and the ICS is supporting the care leavers covenant to support our local populations in to employment	07/11/2023
Focus groups have been undertaken with frontline staff to know how to support and working with NHS England on the education allocations to meet the requirements. There is a productivity and efficiency group, the purpose of which is to strengthen substantive workforce and reduce reliance on contingent workforce. Safer staffing lead has been extended for twelve months to look at	04/03/2023

Risk Ref:	BAF0003
Risk Title:	System Pressure & Resilience
Risk Description:	As a result of sustained pressure on services supporting Urgent and Emergency Care activity services, there is a risk that health and social care services will become compromised which may lead to poorer patient outcomes, harm, workforce fatigue and reputational damage.

Risk Owner:	Anne Brierley
Risk Lead:	Michael Ramsden
Governance Board:	Quality & Performance Committee

	Impact	Likelihood	Risk Rating
Inherent	4	5	20
Current	4	5	20
Target	3	4	12

Organisations	Key Risk Indicators				
	TBC	TBC	TBC	TBC	TBC
BBC					
BHFT					
CBC					
CCS					
CNWL					
EEAST					
ELFT					
LBC					
MKCC					
MKUH					
SCAS					
System	#DIV/0!	#DIV/0!	#DIV/0!	#####	#DIV/0!

Controls
BLMK engaged with regional critical care groups
BLMK Primary Care Access Program
SHREWD being implemented across BLMK to enable real time resilience/flow data.
In line with escalation process, daily system calls in place for Bedfordshire
Specific ICB focus on community bed management across Bedfordshire.
Increased Patient Transport Services to facilitate swifter discharge
Discharge To Assess process is being implemented in Bedfordshire (already in place in Milton Keynes and Luton)
Monthly reports are reviewed at the TILT, Q&P and F&P meetings and the GB
ICB officers review performance weekly via reset & restoration meetings
Reports are provided to the ICS CEO meeting regarding the performance issues and Covid position
Revised escalation process in place to prompt system response across BLMK
The Exec Team reviews performance on a monthly basis
BLMK Performance & Delivery Group reviews performance on a bi-monthly basis and agrees system mitigations and actions
Work with Councils to review and redesign care pathways to release more therapy resource to focus on flow.
Winter Planning to include commissioning of further capacity (beds and care) across BLMK

Actions	Lead	Due Date

Updates	Date
Winter plan being managed by MK together and Bedfordshire Care Alliance, to be presented at the ICB September Board and deep dive review completed by Quality and Performance Committee in August. Work is underway with NHSE Regional Team to reconfigure all partners performance and delivery group to oversee PUEC recovery metrics.	20/07/2023
The SCC team are currently reviewing system risks with our partners in MK Together and BCA	16/04/2024

Risk Ref:	BAF0004
Risk Title:	Widening Inequalities
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.

Risk Owner:	Sarah Stanley
Risk Lead:	Sarah Watts
Governance Board:	Quality & Performance Committee

	Impact	Likelihood	Risk Rating
Inherent	4	5	20
Current	4	4	16
Target	4	3	12

Organisations	Key Risk Indicators				
	TBC	TBC	TBC	TBC	TBC
BBC					
BHFT					
CBC					
CCS					
CNWL					
EEAST					
ELFT					
LBC					
MKCC					
MKUH					
SCAS					
System	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Controls
Resource allocation for 22/23 to help to reduce inequalities and draw out learning for future investment
Learning from incidents , safeguarding case review, Community partnership safety work
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.
Cross-ICS inequalities steering group and working group to coordinate inequalities activity across the ICS framed around the core20plus5 approach
ICS system inequalities lead appointed giving more capacity for this workstream
Health inequalities defined at place and PCN level
Supporting the workforce to deal with the impact of the pandemic being overseen by the BLMK Peoples Board.
Work with voluntary agencies e.g maternity Voices , parent carer forums SEND in coproduction of outcomes
Safeguarding partnership board priorities (Neglect , transition etc..) Working with providers and partners on access for seldom heard communities
Developing Business Intelligence reporting to report key health outcomes/NHS constitutional standards by place and PCN. For example: uptake of cancer screening and early diagnosis of cancer and 62-day treatment standards to highlight populations with late cancer diagnoses and enable proactive case finding and community engagement.
Review to understand the impact of Covid on inequalities (Lloyd Denny) Literature review completed.

Actions	Lead	Due Date	Status
Assurance and outcome metrics to be developed by AD Bi and Performance working with HI lead and HI board	Buz Dodd	03/06/2024	In Progress

Updates	Date
Inequalities Improvement team due to be in place by December/January. Inequalities funding at place. £2m has gone to place boards. EDI plans have been completed for both staff and services and denny review recommendations are coming to the ICB Board in December	30/10/2023

Risk Ref:	BAF0005
Risk Title:	System Transformation
Risk Description:	There is a risk that due to sustained operational pressures and complexity of change, there will be reduced delivery and benefit from strategic transformational change to deliver improved outcomes for our population.

Risk Owner:	Maria Wogan
Risk Lead:	Tara Dear
Governance Board:	Finance & Investment Committee Governing Body Quality & Performance Committee

	Impact	Likelihood	Risk Rating
Inherent	4	5	20
Current	4	5	20
Target	3	2	6

Organisations	Key Risk Indicators				
	TBC	TBC	TBC	TBC	TBC
BBC					
BHFT					
CBC					
CCS					
CNWL					
EEAST					
ELFT					
LBC					
MKCC					
MKUH					
SCAS					
System	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Controls
Operational performance management process in place taking account of responses to operational pressures
The ICB Operational Group - manages immediate operational issues
Chief Exec Group - regular reviews of operational performance issues to agree mitigations
Agreed strategic priorities and BLMK Joint Forward Plan across the system in place
Establishment of System and Place Transformation Teams
EPRR Framework and System monitors and responds to incidents resulting from operational pressures to wider system

Actions	Lead	Due Date	Status
Refresh of operational plan 24/25 to align resources to delivery plan	Maria Wogan	02/05/2024	in progress
Refresh of detailed delivery plan for 24/25 that supports Joint Forward Plan - this is detail the transformation priorities	Maria Wogan	30/06/2024	in progress
Agreement of System Transformation Team work programme	Maria Wogan	30/06/2024	in progress
Regular reporting to Board and other governance for a of progress and impact of transformation - using data pyramid approach	Matt Holey	30/06/2024	in progress

Updates	Date
Operational planning and transition plans to the new target operating model have commenced.	20/07/2023
Risk remains as we develop our transformation programmes as a system and ongoing performance management and reporting is in place to seek to mitigate	12/04/2024

Risk Ref:	BAF0006
Risk Title:	Financial Sustainability & Underlying Financial Health
Risk Description:	As a result of increased inflation, significant operational pressures and patient backlogs, there is a risk to the underlying financial sustainability of BLMK that could result in failure to deliver statutory financial duties.

Risk Owner:	Dean Westcott
Risk Lead:	Stephen Makin
Governance Board:	Finance & Investment Committee

	Impact	Likelihood	Risk Rating
Inherent	5	4	20
Current	5	4	20
Target	4	3	12

Organisations	Key Risk Indicators				
	TBC	TBC	TBC	TBC	TBC
BBC					
BHFT					
CBC					
CCS					
CNWL					
EEAST					
ELFT					
LBC					
MKCC					
MKUH					
SCAS					
System	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Controls
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.
Update and development of system Medium Term Financial Plan for 2023/24 to 26/27. Includes scenario modelling of key variables and downsides.

Actions	Lead	Due Date	Status
Development and implementation of system transformation, improvement and efficiency programme across and between ICS partners	Anne Brierley	30/06/2024	In Progress

Updates	Date
The underlying financial challenge in the ICB remains and is exacerbated by a deterioration in the costs of prescribed medicines and continuing healthcare packages.	11/12/2023
The financial position of the ICB and the system is significantly challenged, the risk remains live and is a significant focus of the ICB as part of the 24/25 financial operational planning	11/04/2024

Risk Ref:	BAF0007
Risk Title:	Climate Change
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 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
Governance Board:	Audit & Risk Assurance Committee

	Impact	Likelihood	Risk Rating
Inherent	4	4	16
Current	4	4	16
Target	2	4	8

Organisations	Key Risk Indicators				
	TBC	TBC	TBC	TBC	TBC
BBC					
BHFT					
CBC					
CCS					
CNWL					
EEAST					
ELFT					
LBC					
MKCC					
MKUH					
SCAS					
System	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Controls
Partner Green Plans and Sustainability Plans. NHS organisations, local authorities and other public sector bodies have plans to reduce their contribution to climate change, and put in place both business continuity and adaptation plans to address the impacts of climate change. The ICB will support NHS providers to implement their green plans and ensure adaptation plans are in place, and work in partnership with other public sector bodies and anchor institutions to mitigate the risks of climate change.
Local Resilience Forum Adverse Weather Plans
BLMK ICS Green Plan 2022-25
Severe Weather Plan
Green Plan Operational Working Group
Climate Adaptation Task & Finish Group
Environmental Sustainability ICS Leadership Group

Actions	Lead	Due Date	Status
Implement recommendations from Green Plan Health Impact assessment.	Tim Simmance	31/03/2025	In Progress

Updates	Date
Risk rating remains unchanged. Work has begun on actions identified to work towards reducing risk impact.	08/06/2023
Risk reviewed - actions updated. Controls remain the same.	11/07/2023
Risk reviewed - no change	31/08/2023
Actions are progressing	01/12/2023
Risk reviews - no change	14/03/2024

Risk Ref:	BAF0008
Risk Title:	Population Growth
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.

Risk Owner:	Dean Westcott
Risk Lead:	Nikki Barnes
Governance Board:	Finance & Investment Committee

	Impact	Likelihood	Risk Rating
Inherent	4	5	20
Current	4	5	20
Target	3	4	12

Organisations	Key Risk Indicators				
	TBC	TBC	TBC	TBC	TBC
BBC					
BHFT					
CBC					
CCS					
CNWL					
EEAST					
ELFT					
LBC					
MKCC					
MKUH					
SCAS					
System	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Controls
Joint forward plan population trajectories
Oxford-Cambridge Arc
Local Authority Place Plans
Partner Support Schemes for staff

Actions	Lead	Due Date	Status
One public estates plan mapped against population growth for each borough	Nikki Barnes	31/05/2024	In Progress
Infrastructure plans (capital, estates, health services, workforce) will be addressed in the 5 year Joint Forward Plan, in line with Local Authority plans.	Nikki Barnes	30/09/2024	In Progress
Primary Care estates strategy aligned with One Public Estates plan	Nikki Barnes	30/04/2024	In Progress

Updates	Date
All actions in progress as planned	20/07/2023
Housing growth trajectories obtained from three of the four local authorities. Place based estates workshops taking place end of April and beginning of May.	10/04/2024

Risk Ref:	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
Governance Board:	Finance & Investment Committee/Quality & Performance Committee

	Impact	Likelihood	Risk Rating
Inherent	4	4	16
Current	4	4	16
Target	3	4	12

Organisations	Key Risk Indicators				
	TBC	TBC	TBC	TBC	TBC
BBC					
BHFT					
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EEAST					
ELFT					
LBC					
MKCC					
MKUH					
SCAS					
System	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Controls
Delivery of ongoing communications to support population access to support services in partnership with Trusts and Local Authorities.
Local Authority support schemes for residents - Warm spaces/hubs - Food banks etc
Partner and national NHS financial plans for managing increased costs due to inflation
Clinical and operational prioritisation of waiting lists is now part of business as usual to support access to services as appropriate

Actions	Lead	Due Date	Status
Implementation of inequalities work programme to support the most vulnerable people and communities (review quarterly).	Maria Laffan	09/09/2024	In Progress
[EDI & Wellbeing People Sub-Group established]: Ongoing work plan for maximising support for staff across BLMK.	Bethan Billington	19/06/2024	In Progress
Develop approach to prioritise residents waiting for treatment who are unable to work as a result of their condition	Tim Simmance	30/04/2024	In Progress
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)	Nicky Poulain	31/01/2040	In Progress
System implementation of supported employment pathways	Martha Roberts	11/09/2024	Not Started
To develop an employment and health systems strategy	Martha Roberts	11/04/2025	Not Started

Updates	Date
The ICB has submitted a request for a living wage status. Lived experience charter has been achieved. Work is being carried out with BBI (Breaking Barriers Innovators), unpaid carers, lived experience of the cared system and neurodiversity.	11/04/2024

Risk Ref:	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 one or more partner member, resulting in a lack of clarity for the public and stakeholders

Risk Owner:	Maria Wogan
Risk Lead:	Dominic Woodward-Lebihan
Governance Board:	Audit & Risk Assurance Committee

	Impact	Likelihood	Risk Rating
Inherent	3	4	12
Current	3	3	9
Target	3	2	6

Organisations	Key Risk Indicators				
	TBC	TBC	TBC	TBC	TBC
BBC					
BHFT					
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CNWL					
EEAST					
ELFT					
LBC					
MKCC					
MKUH					
SCAS					
System	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Controls
Place link directors have a coordinating role at Place and lead on place relationship management for the ICB.
Decision Planner gives partners notice of forthcoming decisions
Engagement Planner enables system wide coordination of engagement activity
Chair and CEO quarterly session with local leaders
Board seminar programme
Working with Communities Strategy
Stakeholder feedback now a regular agenda item on Exec / open space agenda and at least once a week in the huddle
Devise a core script/key lines to take on the main thematic areas of concern outlined re cllr inductions
Exec to have an open space session on stakeholder management more generally so there is understanding of individual and collective responsibilities
Joint representation at public events
Proactive briefings to key stakeholders as required: - Briefings for newly elected councillors - Pre-briefing good practice to local leaders
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

Actions	Lead	Due Date	Status
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	Dominic Woodward-Lebihan	31/05/2024	Not Started
Continue to promote Joint Initiatives	Dominic Woodward-Lebihan	09/07/2024	In Progress

Updates	Date
No substantive changes to the existing risk profile; joint ICP/ICB seminar on 2107 supporting system to reach coherent and collective position on issues. Issues relating to funding and estates remain the most likely cause of public disagreement most notably the ICBs inequalities funding which was the subject of strong debate at June's Board meeting.	12/07/2023
No substantive changes to the existing risk profile, but notable announcement of by-election in Central Bedfordshire in October creates a heightened sense of political sensitivity which all ICB partners are alert too (especially those operating in the mid bedfordshire footprint)	07/09/2023
Risk review complete	04/12/2023
Controls are presently offering good mitigation to this ongoing risk which has the potential to increase in an election year	12/04/2024

Risk Ref:	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
Governance Board:	Audit & Risk Assurance Committee

	Impact	Likelihood	Risk Rating
Inherent	4	4	16
Current	4	4	16
Target	4	2	8

Organisations	Key Risk Indicators					Controls	Actions	Lead	Due Date	Status
	TBC	TBC	TBC	TBC	TBC	Engagement with the public via Healthwatch and VCSE to explain the differences in services available, so that people can make the right choices for them and we can protect emergency provision.	Accessible communications produced and campaign to explain how to access health / care services	Dominic Woodward-Lebihan	26/09/2024	In Progress
BBC						An inequalities senior leadership group is in place, looking at how funding is prioritised in each place based on the Denny review.	Co-production of "What Matters to Me" digital page to hold key information about residents across health and care	Dominic Woodward-Lebihan	29/11/2024	Not Started
BHFT							Agree workstream plan as part of Denny Review response	Natasha Young	31/05/2024	Not Started
CBC										
CCS										
CNWL										
EEAST						Our working with people and communities strategy is ensuring we listen and respond to the views of our residents, VCSE groups and harder to reach communities				
ELFT										
LBC										
MKCC										
MKUH										
SCAS						Diverse representation on our Working with People and Communities Committee is supporting us to focus on harder to reach groups, supported by the work of the VCSE Strategy Group which also includes key VCSE representation				
System	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	Embedding of co-production into ICB processes and operations allowing us to co-design and coproduce of services and pathways with the people that use them. This is supported by our system wide co-production training				
						Recently signed Memorandums of Understanding with Healthwatch and separately with the VCSE underpin our strategic intention to embed diverse resident insight into everything we do				
						The "Big Conversation" Programme of Work, led by the ICB with support from Healthwatch and wider partners, is gathering resident insight from diverse communities, and this is supporting the development of relevant policies and plans, most notably the Joint Forward Plan				
						The ICB's "Decision Planner" which is publicly available and which sets out the decisions the Board will take over the next 12 months is being further developed to set out the resident engagement plans that underpin each decision, including with diverse and seldom-heard communities				
						Publication of the Denny Review Response				

Updates	Date
Additional control added	04/12/2023
Partnership working on the Denny response is increasingly responsive to health literacy concerns including recent launch of videos to support autistic people to navigate health and care system. 17 May seminar will help this progress further alongside new shared transformation team. Reasonably we expect this risk to take many years to fully address	12/04/2024

Risk Ref:	BAF0012
Risk Title:	System Collaboration
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.

Risk Owner:	Maria Wogan
Risk Lead:	Dominic Woodward-Lebihan
Governance Board:	Board of the Integrated Care Board

	Impact	likelihood	Risk Rating
Inherent	4	3	12
Current	3	2	6
Target	1	2	2

Organisations	Key Risk Indicators				
	Overlapping Initiatives	Stakeholder Satisfaction	Communication Effectiveness		
BBC					
BHFT					
CBC					
CCS					
CNWL					
EEAST					
ELFT					
LBC					
MKCC					
MKUH					
SCAS					
System	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Controls
Partnership Governance Structures
Strategic Alignment across Partners via Joint Forward Plan
Regular progress monitoring and performance
Effective Communication Channels
Stakeholder Engagement

Actions	Lead	Due Date	Status
Strengthen Performance Review Processes	Matt Hollex	12/05/2024	Not Started
Clarify Roles and Responsibilities	Maria Wogan	12/05/2024	Not Started
Enhance Communication	Dominic Woodward-Lebihan	12/05/2024	Not Started
Develop a framework for delegation to place – June 24	Michelle Evans-Richaes	12/05/2024	Not Started
OD to reduce reliance on key individual leaders	Bethan Billington	12/05/2024	Not Started

Risk Ref:

Risk Title:

Risk Description:

Risk Owner:

Risk Lead:

Governance Board:

	Impact	ikeliho	Risk Rating
Inherent			
Current			
Target			

Organisations	Key Risk Indicators				
	TBC	TBC	TBC	TBC	TBC
BBC					
BHFT					
CBC					
CCS					
CNWL					
EEAST					
ELFT					
LBC					
MKCC					
MKUH					
SCAS					
System	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Controls

Actions	Lead	Due Date	Status

Updates	Date