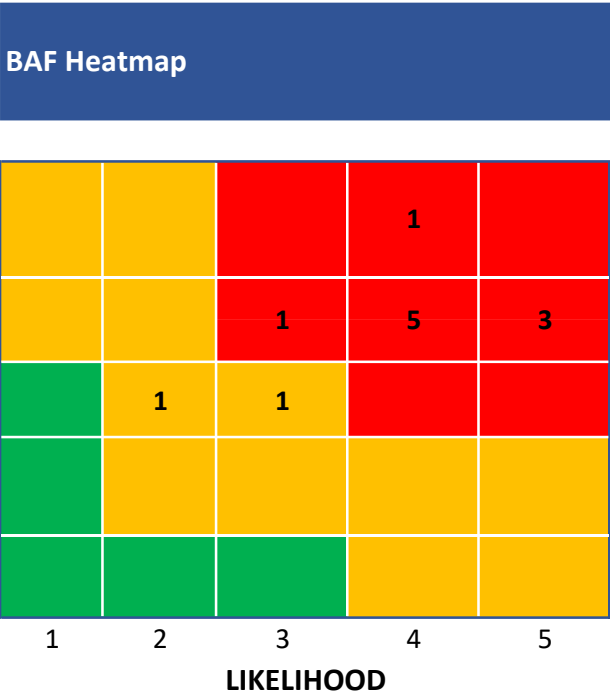


BLMK SYSTEM BOARD ASSURANCE FRAMEWORK

Risk Ref	Risk Title	Current Risk Rating	Trend
BAF0001	Recovery of Elective Services	20	→
BAF0002	Developing suitable workforce	20	→
BAF0003	Pressure on Urgent and Emergency Care (UEC) in the BLMK System	16	↓
BAF0004	Widening Inequalities	16	→
BAF0005	System Transformation	12	↓
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	20	20	20								
BAF0002	20	20	20	20	20								
BAF0003	20	20	20	20	16								
BAF0004	16	16	16	16	16								
BAF0005	20	20	20	20	12								
BAF0006	20	20	20	20	20								
BAF0007	16	16	16	16	16								
BAF0008	20	20	20	20	20								
BAF0009	16	16	16	16	16								
BAF0010	9	9	9	9	9								
BAF0011	16	16	16	16	16								
BAF0012	6	6	6	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 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, reputation damage and an inability to meet constitutional targets.

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					
SLAS					
System	#DIV/0!	#DIV/0!	#DIV/0!	#	#DIV/0!

Controls
The controls to support the UEC Pressures will support Elective performance. Strong demand management and flow, will reduce the likelihood of emergency medical patients outlying on surgical wards 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.
Elective Collaboration Board and weekly leadership group provides system governance.
RTT reporting enabling Wait list size trends
Optimising use of available resources including independent sector and clinical prioritisation.
Independent Sector and community services use to support Trusts in their wait reduction
Monitoring of Trusts Elective recovery plans
Promotion of Patient Choice

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	31/12/2024	In Progress
Delivery of national and local recovery priorities.	Michael Ramsden	30/09/2024	In Progress
Development of a demand management program which covers unwarranted variation of referrals, triage and Advice and Guidance	Michael Ramsden	31/12/2024	In Progress
Waiting list review for BHFT - Initial national meeting 05/09/2024	Michael Ramsden	31/10/2024	In Progress
Tier 1 Process for MKUH	Michael Ramsden	29/11/2024	In Progress

Updates	Date
Industrial action and non-elective pressures. System activity is close to plan and the ICB	05/10/2023
Risk reviewed, no changes since last review	23/02/2024
New control (choice) and action (demand management) added	21/05/2024
recovery continues to be a challenge and therefore risk score remains high.	16/07/2024

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 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!

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

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
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	17/09/2024	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	07/08/2023

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	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.	
	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 community and mental health staff levels.	04/03/2024
	The turnover and vacancy rate are consistently decreasing, suggesting the risk is not materialising. As part of operational planning, there are restrictions on growth.	23/08/2024

Risk Ref:	BAF0003
Risk Title:	Pressure on Urgent and Emergency Care (UEC) in the BLMK System
Risk Description:	<p>As a result of multiple and interconnected factors across the BLMK system, including:</p> <ul style="list-style-type: none">- Population growth in BLMK (2.5 times faster than national average)- Demand exceeding capacity across all Health and Care Services leading to people's inability to access services in a timely manner.- Lack of effective and coordinated response to prevent use of emergency health and social care services (admission avoidance)- Poor flow and discharge from acute hospitals, leading to overcrowding and delayed ambulance offloading,- Increased complexity and the changing nature of patient needs, coupled with fragile capacity in community services and social care- Challenged financial environment and pressures across the system, limiting resources and capacity for improvement- Workforce limitations impacting staffing levels across all areas of the UEC pathway- Lack of a unified and consistent approach to risk appetite and responding to system pressures, hindering flexibility in criteria to meet complex health needs and manage demand and capacity <p>There is a risk of:</p> <ul style="list-style-type: none">- Services being overwhelmed with system-wide bottlenecks and delays in accessing appropriate UEC services, particularly for patients with complex needs- Unsafe waits for assessment in 111 services and/or ambulance services.- Unsafe overcrowding in Emergency Departments (EDs) and acute hospitals- Increased risk of harm to patients due to delayed or missed clinical assessment / intervention / avoidable admissions.- Increased delays and waiting times and reduced choice in the community, in ED and in discharge from hospital- Higher health and social care costs due to out-of-area placements, reliance on expensive temporary accommodation, increased rehabilitation, over prescribing care, potential financial performance related penalties / loss of income opportunities. <p>Resulting in:</p> <ul style="list-style-type: none">- Negative patient outcomes and harm including longer wait times, poorer quality care, avoidable complications, deconditioning and increased dependence on statutory services.- Increased strain on resources and staff well-being and morale, recruitment and retention potentially leading to further workforce challenges- Reduced system efficiency and effectiveness in managing patient flow across UEC pathways- Impaired ability to respond to surge in patients- Longer ambulance response times and further system strain- Lack of public confidence in the NHS and social care- Cancellations and delays in elective care- Reduced capacity and ability to respond in the case of a Major Incident impacting Health Services.- Critical System Safety thresholds occur: ie 8hr + ambulance offloads- Unplanned expenditure and unsustainable costs across health and social care services.

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

	Impact	Likelihood	Risk Rating
Inherent	4	5	20
Current	4	4	16
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
Use of SHREWD / OPEL framework actions and system wide escalation – predetermined actions and response to pressures across the system.
Specific ICB focus on community bed management across BLMK
Increased Patient Transport Services to facilitate swifter discharge
System oversight by BLMK UEC Planning and Assurance Group supported by oversight groups in Bedfordshire and Milton Keynes
Exec Team Performance Meeting on a monthly basis
System Control Centre (SCC) 7 day capability to monitor, oversee, respond and coordinate increasing Cancellations of routine / planned care activities to enable diversion of resources to UEC pathways.
Maximising out of hospital pathways to avoid ED attendance e.g. UTC / Community Services / Silver Line.
Support from VCSE, mutual aid and cross cover across sites and organisations
Dynamic staffing arrangements to flex to the demand needed
SOPs such as 999 validations, 24 hour dispositions etc to help manage demand and flow.

Actions	Lead	Due Date	Status
Decompressions exercise in Bedfordshire	Chess Cummings	30/09/2024	In progress
Unscheduled Care Hub Improvement	Michael Ramsden	30/09/2024	In progress
System UEC transformational planning	Michael Ramsden	30/10/2024	In progress
Alternatives to ED (ATED)analysis, highlighting opportunities to improve commissioned services	Michael Ramsden	30/09/2024	In progress
Winter Planning to include commissioning of further capacity (Beds & Care) across	Michael Ramsden	30/10/2024	In progress
Review of Discharge to Assess Beds	Michael Ramsden	31/10/2024	In progress
UEC introduction of dynamic risk assessments and introduction of KRIs	Tammy Harding-Edwards	31/10/2024	In progress
Milton Keynes Improving System Flow Programme	Rebecca Green	31/03/2025	In progress
Bedfordshire Care Alliance UEC Transformation	Chess Cummings	31/03/2025	In progress

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
2 new actions added (unscheduled care Hub and Decompression in Bedfordshire)	21/05/2024
Actions and controls remain but new actions added	16/07/2024
Risk Reviewed. New controls added on Winter Planning and review of D2A beds	04/09/2024

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
Annual resource allocation to help to reduce inequalities and draw out learning for future investment
Cross-ICS inequalities steering group and working group to coordinate inequalities activity across the ICS framed around the core20plus5 approach
Health inequalities defined at place and PCN level
Work with resident voice groups e.g maternity Voices , parent carer forums, SEND in coproduction of outcomes
Business Intelligence reports for key health outcomes/NHS constitutional standards by place

Actions	Lead	Due Date	Status
Assurance and outcome metrics to be developed by deputy director strategy & assurance	Buz Dodd	31/12/2024	In Progress
Improving Health Equity Transformation Priority Programme (response to Denny including Women’s Health)	Sarah Stanley	31/12/2024	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
A weekly inequalities delivery group is in place, there is also a monthly inequalities system meeting. The 11 transformation priorities of work is underway to improve health equities and a whole programme focusing on health equity with a team SRO will be worked through over the next three years.	25/07/2024

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	3	12
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 Execs Group - regular reviews of operational performance issues to agree mitigations
Agreed strategic priorities and BLMK Joint Forward Plan across the system in place
EPRR - monitor, plan for and respond to incidents within BLMK
System and Place Transformation Teams established to provide dedicated capacity for transformation
SCC monitor and support system pressures and coordination, 7 days a week
ICB Transformation Priorities agreed and monitored through portfolio report

Actions	Lead	Due Date	Status
Agree improvement and outcome measures for all ICB transformation priorities - data pyramid approach	Matt Hollex	31/12/2024	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 System Chief Execs Group; Acute, Mental Health and Community services Sector Finance and Operational Delivery Executive Meetings and System DoFs Group.
Updated system Medium Term Financial Plan for 2023/24 to 26/27. Includes scenario modelling of key variables and downsides.
ICB Financial Improvement Group - responsible for developing and delivering additional efficiency schemes to achieve break even position.
ICB and Acute Trusts have established additional executive governance - responsible for controls on discretionary spend including staffing.
System PMO established to track progress of financial plan delivery

Actions	Lead	Due Date	Status
System Productivity Dashboard being developed to support targeted action on productivity	Buz Dodd	19/10/2024	In Progress
Development and implementation of system transformation, improvement and efficiency programmes across and between ICS partners. This includes specific work programmes aimed at improving performance and productivity in UEC pathways, Elective Recovery, Complex Care and Diagnostics.	Anne Brierley	31/10/2024	In Progress
ICB 11 Transformation Priorities agreed programme to be fully scoped and delivered	Tara Dear	31/10/2024	In Progress
Financial Recovery Plans being developed by the ICB and all Trusts	Stephen Makin	31/10/2024	In Progress
PA Consulting supporting financial improvement schemes at MKUH and ICB, learning being shared and adapted by BHFT.	Stephen Makin	31/12/2024	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	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.
Local Resilience Forum Adverse Weather Plans
BLMK ICS Green Plan 2022-25
ICB Adverse 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
No significant change to overall risk.	25/05/2024
Risk reviewed. No change.	19/07/2024

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
Local Authority Place Plans - address local population growth and inequalities
BLMK Joint Forward Plan 2024 - 2040, agreed by board sets out population growth and plans to mitigate

Actions	Lead	Due Date	Status
Development of BLMK Infrastructure Strategy	Nikki Barnes	30/09/2024	In Progress
Development of BLMK Health Services Strategy.	Kathy Nelson	30/09/2024	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
Infrastructure strategy developed for signoff by the ICB Board end of September	23/07/2024

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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CCS					
CNWL					
EEAST					
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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
Partner support schemes for staff

Actions	Lead	Due Date	Status
Quarterly Review of Implementation of inequalities work programme to support the most vulnerable people and communities.	Sarah Stanley	30/09/2024	In Progress
[EDI & Wellbeing People Sub-Group established]: Ongoing work plan for maximising support for staff across BLMK.	Bethan Billington	18/10/2024	In Progress
Develop approach to prioritise residents waiting for treatment who are unable to work as a result of their condition	Tim Simmance	31/03/2025	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	31/03/2025	In Progress
To develop an employment and health systems strategy	Martha Roberts	31/03/2025	In Progress

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 ongoing, a health and wellbeing festival is coming up and most system partners are contracting with Vivup.	24/07/2024

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 Owne	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					
CBC					
CCS					
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
Core script/key lines now includes 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
Proactive briefings to key stakeholders as required: - Briefings for newly elected councillors - Pre-briefing good practice to local leaders
Joint representation at Public Events
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	31/10/2024	In Progress
Continue to promote Joint Initiatives	Dominic Woodward-Lebihan	31/10/2024	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 in the mid beds 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
Good partnership efforts throughout pre and post election period on politically sensitive topics. Communications teams across ICS in regular conversation, new joint post between ICB/MKUH has commenced	26/07/2024

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:	Natasha Young
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				
	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
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.
Inequalities senior leadership group - looking at how funding is prioritised in each place based on the Denny review and evaluating impact.
Our working with people and communities strategy defines how the ICB listens and responds to the views of our residents, VCSE groups and harder to reach
Embedding of co-production into ICB processes and
Memorandums of Understanding with Healthwatch and with the VCSE
The "Big Conversation" Programme of Work, led by the ICB with support from Healthwatch and wider partners, gathered resident insight from diverse communities,
The ICB's "Decision Planner" which is publicly available, sets out the decisions the Board will take
Publication of the Denny Review - provides a baseline understanding of inequalities in BLMK and informs all transformation and improvement programmes

Actions	Lead	Due Date	Status
Accessible communications produced and campaign to explain how to access health / care services	Dominic Woodward-Lebihan	31/10/2024	In Progress
Co-production of "What Matters to Me" digital page to hold key information about residents across health and care	Natasha Young	29/11/2024	In Progress
Delivery of the Improving Health Equity transformation programme	Natasha Young	31/12/2024	In Progress
Delivery of women's health network to improve access for women who experience inequalities to services	Natasha Young	31/12/2024	In Progress
Delivery of review of translation and interpretation services across BLMK- by Healthwatch and ICB	Natasha Young	31/03/2025	In Progress

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
The improving health equity programme has been identified as one of the 11 priority workstreams for the ICB and the response for the Denny recommendations are encompassed within it.	28/08/2024

Risk Ref:	BAF0012
Risk Title:	System Collaboration
Risk Description:	There is a risk that diverse and competing activities 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 Staisfaction	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 oversee transformation programmes within the remit e.g. MK Health and Care Partnership oversee MK Deal.
Joint Forward Plan provides strategic alignment of transformation priorities across partners
Regular reporting of transformation progress and system performance and outcomes via Verto and the portfolio report to board, System Chief Executives Group and other governance groups.
ICB CEO has regular 1-2-1s with Trust and Local Authority CEOs to share information and discuss areas of mutual interest.
ICB Stakeholder Management Plans developed for transformation programmes

Actions	Lead	Due Date	Status
Commission independent review of Bedfordshire Care Alliance and the three places in Bedfordshire	Georgie Brown	10/10/2024	In Progress
OD Initiatives to reduce reliance on key individual leaders such as Leading Beyond Boundaries	Bethan Billington	19/10/2024	In Progress
Clarify relationships, interdependencies, responsibilities and accountabilities for initiatives in the Portfolio Tool to remove duplication and improve clarity	Matt Hollex	31/10/2024	In Progress
Strengthen Performance Reporting Processes to include outcome measures and implementation of the data pyramid.	Dominic Woodward-Lebihan	31/12/2024	In Progress
Develop a Place Maturity Framework based on learning from independent reviews of Milton Keynes and Bedfordshire	Michelle Evans-Riches	31/03/2025	In Progress
Undertake governance review for all ICB committees and partnership arrangements	Michelle Evans-Riches	01/04/2025	In Progress

Updates	Date
As per board agreement on 1907, newly agreed ICB transformation priorities will support focusing of resources underpinned by new ICB portfolio tool	26/07/2024