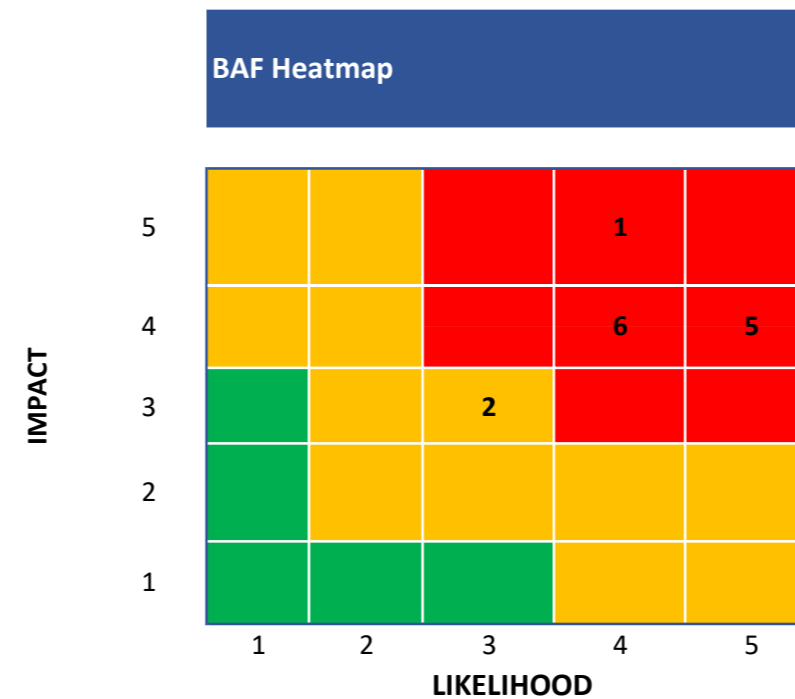


BLMK SYSTEM BOARD ASSURANCE FRAMEWORK

| 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 | 20 | → |
| BAF0004 | Widening Inequalities | 16 | → |
| BAF0005 | System Transformation | 20 | → |
| BAF0006 | Financial Sustainability & Underlying Financial Health | 20 | → |
| BAF0007 | Climate Change: Health, inequality and healthcare service impacts from Climate Change and environmental degradation | 16 | → |
| BAF0008 | Impact of Population Growth on Health and Care Services Infrastructure | 20 | → |
| BAF0009 | Impact of Rising Cost of Living on Residents and Staff Wellbeing | 16 | → |
| BAF0010 | Partnership Working | 9 | → |
| BAF0011 | Health literacy - Denny Review | 16 | → |
| BAF0012 | System Collaboration | 9 | ↑ |
| BAF0013 | VCSE sustainability - Impact on Delivery of ICS Strategic Priorities | 16 | → |
| BAF0014 | Maternity Services at BHFT | 16 | ★ |



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 | 20 | 20 | 20 | 20 | | | | |
| BAF0002 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | | | | |
| BAF0003 | 20 | 20 | 20 | 20 | 16 | 16 | 20 | 20 | 20 | | | | |
| BAF0004 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | | | | |
| BAF0005 | 20 | 20 | 20 | 20 | 12 | 12 | 12 | 20 | 20 | | | | |
| BAF0006 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | | | | |
| BAF0007 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | | | | |
| BAF0008 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | | | | |
| BAF0009 | 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 | 16 | 16 | 16 | 16 | | | | |
| BAF0012 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 9 | | | | |
| BAF0013 | | | | | | 16 | 16 | 16 | 16 | | | | |

| | | | | | | | | | | | | | |
|---------|--|--|--|--|--|--|--|--|----|--|--|--|--|
| BAF0014 | | | | | | | | | 16 | | | | |
|---------|--|--|--|--|--|--|--|--|----|--|--|--|--|

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: | Georgie Brown |
| 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! |

| 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 24/25 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 | 31/03/2025 | 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 |
| NHS led Tier 1 Process in MKUH | Michael Ramsden | 31/12/2024 | In Progress |
| Review of Diagnostic Capacity | Michael Ramsden | 31/12/2024 | In Progress |
| Surgical Hubs Development | Michael Ramsden | 31/12/2024 | In Progress |

| Updates | Date |
|--|------------|
| Industrial action and non-elective | 05/10/2023 |
| Risk reviewed, no changes since last review | 23/02/2024 |
| New control (choice) and action (demand management) added | 21/05/2024 |
| Risk reviewed and actions updated. Elective recovery continues to be a challenge and | 16/07/2024 |
| Risk reviewed. 2 new actions added: Diagnostics and Surgical hubs. Action progress updated | 22/11/2024 |

| | |
|-------------------|--|
| 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 | | | | | Controls | Actions | Lead | Due Date | Status |
|---------------|---------------------|---------|---------|-------|---------|--|--|-------------------|-------------|-------------|
| | TBC | TBC | TBC | TBC | TBC | | | | | |
| BBC | | | | | | <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>Delivery and evaluation of Rotational Apprenticeship Pilot - level 3 Senior Healthcare Support Worker rotational apprenticeship between health and care providers in Bedfordshire as proof of concept</p> | Catherine Jackson | 30/06/2025 | In Progress |
| BHFT | | | | | | | | | | |
| CBC | | | | | | | | | | |
| CCS | | | | | | | | | | |
| CNWL | | | | | | | | | | |
| EEAST | | | | | | <p>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</p> | Bethan Billington | 20/12/2024 | In Progress | |
| ELFT | | | | | | | | | | |
| LBC | | | | | | | | | | |
| MKCC | | | | | | | | | | |
| MKUH | | | | | | | | | | |
| SCAS | | | | | | | | | | |
| System | #DIV/0! | #DIV/0! | #DIV/0! | ##### | #DIV/0! | <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 and OD</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</p> | | | | |

| 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

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.

The turnover and vacancy rate are consistently decreasing, suggesting the risk is not materialising. As part of operational planning, there are restrictions on growth.

07/11/2023

04/03/2024

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: | Georgie Brown |
| 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 |

| Key Risk Indicators |
|---|
| Community Referrals Reduced capacity in the community leads to a falling rate of accepted referrals into the 2 hour pathway AND a reduced % of 2 hour urgent referrals accepted seen within the 2 hour timeframe |
| Non-Inpatient Ward Accommodation Usage Increased number of consecutive days exceeding a pre-defined threshold of patients bedded overnight in non-inpatient ward accommodation |
| Ambulance Cat 1 / Cat 2 Response Increase % in the length of response times for cat 1 and 2, resulting in delays in accessing appropriate pathways, over a given period |
| Rolling Discharge Deficit Increased backlog of patients waiting for discharge, indicating inefficiencies in patient flow and hospital bed utilisation. (i.e. if BHFT need 215 P1-P3 discharges a week, and in week one deliver 210, week 2 deliver 200 and week 3 deliver 220, the rolling discharge deficit is 15.) |
| Ambulance Handover Time over 15 Minutes Increased % of ambulance handovers exceeding 15 minutes at Emergency Departments (EDs) over a 7-day rolling average. |
| Call Abandonment Rate Increased % of calls to the NHS 111 service and primary care that are abandoned. |
| MH Discharge Delays Increased number of CYP and adults requiring a MH discharge in Acute Trust or a discharge from inpatient MH Ward. |
| Critical System Safety thresholds occur: i.e. 8hr + ambulance offloads |

][n

| 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 system pressure across BLMK |
| 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 |

| Actions | Lead | Due Date | Status |
|--|-----------------------|------------|-------------|
| Decompressions exercise in Bedfordshire and MADE events in Milton Keynes | Chess Cummings | 31/03/2025 | In progress |
| Unscheduled Care Hub Improvement | Michael Ramsden | 31/12/2024 | In progress |
| System UEC transformational planning | Michael Ramsden | 31/03/2025 | In progress |
| Alternatives to ED (ATED) analysis, highlighting opportunities to improve | Michael Ramsden | 31/12/2024 | In progress |
| Delivery of Winter Plan to include commissioning of further capacity (Beds & Care) across BLMK | Michael Ramsden | 31/03/2025 | In progress |
| Review of Discharge to Assess Beds | Michael Ramsden | 31/03/2025 | In progress |
| UEC introduction of dynamic risk assessments and introduction of KRIs | Tammy Harding-Edwards | 31/01/2025 | 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 |
| Review of operational delivery governance including UEC and development of ICB operating framework | Georgie Brown | 31/03/2025 | In progress |
| SDEC Improvement | Chess Cummings | 31/12/2024 | 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 | 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 |

SOPs such as 999 validations, 24 hour dispositions etc to help manage demand and flow.

| | |
|---|------------|
| Risk Reviewed. New controls added on Winter Planning and review of D2A beds | 04/09/2024 |
| ARAC requested change back to initial scoring | 05/11/2024 |

| | |
|-------------------|--|
| 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 |
| Monthly Health Equity leadership meetings in place to ensure momentum and action takes place within the |
| Equity Improvement Team in place which will support how we are making improvements through the system through an equity lens and ensuring balancing measure are in place to ensure we are not widening inequalities and how that is affecting the rest of the system. |
| 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 |
| Three times a year Health Equity assurance meetings to be set up to give strategic oversight of the whole programme. | Sarah Stanley | 28/02/2025 | 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 |
| Meeting to take place with Chief of Staff and Chief Nurse to review risk | 16/09/2024 |

| | |
|-------------------|--|
| 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 | 5 | 20 |
| Target | 3 | 2 | 6 |

| Organisations | Key Risk Indicators | | | | |
|---------------|---------------------|---------|---------|---------|---------|
| | TBC | TBC | TBC | TBC | TBC |
| BBC | | | | | |
| BHFT | | | | | |
| CBC | | | | | |
| CCS | | | | | |
| CNWL | | | | | |
| EAST | | | | | |
| 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 |
| Review transformation priorities as part of 25/26 planning to target resources and effort on the most beneficial transformation schemes and pause / re-schedule lower priority schemes to reduce the extent of change the system is seeking to deliver in parallel and increase the chances of success. | Matt Hollex | 28/02/2025 | 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 reviewed, refresh required with exec involvement. | 25/09/2024 |
| Audit & Risk Assurance Committee requested this risk score return to previous | 19/11/2024 |

| | |
|-------------------|--|
| 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. |
| Financial Recovery Plans implemented by ICB and all Trusts - BHFT have developed a FRP. MKUH have recovery action plan and enhanced PMO supported by external resource. ICB has implemented Financial Improvement Group (FIG) and Investment Oversight Group (IVOG). These will introduce additional controls around new investment and strengthen the delivery of existing efficient plans plus support identification implementation and delivery of new savings and mitigations. |
| 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. | Maria Wogan | 31/01/2025 | In Progress |
| PA Consulting supporting financial improvement schemes at MKUH and ICB, learning being shared and adapted by | Stephen Makin | 31/12/2024 | In Progress |
| | | | |

| Updates | Date |
|---|------------|
| ICB remains and is exacerbated by a | 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 |
| One action completed and now a control. No further changes. Scoring remains appropriate. | 04/12/2024 |

| | |
|-------------------|---|
| Risk Ref: | BAF0007 |
| Risk Title: | Climate Change: Health, inequality and healthcare service impacts from Climate Change and environmental degradation |
| Risk Description: | <p>As a result of climate change and wider impacts on the environment and biodiversity, there is a risk that the health of the population, health inequity, and the ability to deliver services will be negatively affected due to:</p> <ul style="list-style-type: none"> 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. <p>This is resulting in worsening health, inequalities, access to healthcare, and additional pressures on health services. This risk is materialising now, in some contexts, and will increase in both likelihood and severity as climate change progresses.</p> |

| | |
|-------------------|----------------------------------|
| 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 |
| Refresh of Green Plan following sustainability seminar in November 2024. | 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 description updated to reflect more explicit link to population health and health inequalities. Likelihood of >2degree heating internationally considered more likely, thus despite progress the risk rating is considered to remain the same. | 16/10/2024 |

| | |
|-------------------|---|
| Risk Ref: | BAF0008 |
| Risk Title: | Impact of Population Growth on Health and Care Services Infrastructure |
| 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 | 31/12/2024 | 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 reviewed, risk remains the same | 11/10/2024 |

| | |
|--------------------------|--|
| Risk Ref: | BAF0009 |
| Risk Title: | Impact of Rising Cost of Living on Residents and Staff Wellbeing |
| Risk Description: | <p>As a result of rising cost of living, in particular the impact of cold weather and cost of heating, keeping warm and eating well,</p> <p>There is a risk that our residents and staff will not be able meet their basic needs</p> <p>resulting in</p> <ul style="list-style-type: none"> - deteriorating physical and mental health - pressure on all public services |

| | |
|--------------------------|---|
| 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 | | | | | |
| CBC | | | | | |
| CCS | | | | | |
| CNWL | | | | | |
| 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 |
| Partner support schemes for staff |
| Monthly Health Equity leadership meetings in place to ensure momentum and action takes place within the |
| Equity Improvement Team in place which will support how we are making improvements through the system through an equity lens and ensuring balancing measure are in place to ensure we are not widening inequalities and how that is affecting the rest of the system. |

| Actions | Lead | Due Date | Status |
|--|-------------------|------------|-------------|
| Three times a year Health Equity assurance meetings to be set up to give strategic oversight of the whole programme. | Sarah Stanley | 28/02/2025 | In Progress |
| [EDI & Wellbeing People Sub-Group established]: Ongoing work plan for maximising support for staff across BLMK. | Bethan Billington | 27/01/2025 | 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 |
| Delivery of system winter comms plan | Michelle Summers | 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 reviewed - rephrased risk wording for clarity. | 03/12/2024 |

| | |
|-------------------|---|
| Risk Ref: | BAF0010 |
| Risk Title: | Partnership Working |
| Risk Description: | In the challenging financial environment, 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(s), 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 | | | | | |
| EAST | | | | | |
| 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 |

| Actions | Lead | Due Date | Status |
|---|--------------------------|------------|-------------|
| Continue to promote Joint Initiatives | Dominic Woodward-Lebihan | 24/02/2025 | In Progress |
| Develop 25/26 Operational Plan and Joint Forward Plan refresh in partnership, being transparent about difficult decisions and the impact on the population and partners, using existing governance structures | Dominic Woodward-Lebihan | 30/04/2025 | 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 |

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

| | |
|---|------------|
| 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 | 26/07/2024 |
| No immediate concerns as regards issues which are causing incompatible public positions, intense work continues on healthcare estates matters between partners. | 22/11/2024 |

| | |
|-------------------|--|
| 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 | | | | | Controls |
|---------------|---------------------|---------|---------|---------|---------|--|
| | TBC | TBC | TBC | TBC | TBC | |
| BBC | | | | | | 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. |
| BHFT | | | | | | Inequalities senior leadership group - looking at how funding is prioritised in each place based on the Denny review and evaluating impact. |
| CBC | | | | | | 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 communities |
| CCS | | | | | | 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 |
| CNWL | | | | | | Memorandums of Understanding with Healthwatch and with the VCSE |
| EEAST | | | | | | The "Big Conversation" Programme of Work, led by the ICB with support from Healthwatch and wider partners, gathered resident insight from diverse communities, and supports the onward development of relevant policies and plans, most notably the Joint Forward Plan |
| ELFT | | | | | | The ICB's "Decision Planner" which is publicly available, sets out the decisions the Board will take over the next 12 months |
| LBC | | | | | | Publication of the Denny Review - provides a baseline understanding of inequalities in BLMK and informs all transformation and improvement programmes |
| MKCC | | | | | | |
| MKUH | | | | | | |
| SCAS | | | | | | |
| System | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | |

| Actions | Lead | Due Date | Status |
|---|--------------------------|------------|-------------|
| Accessible communications produced and campaign to explain how to access health / care services | Dominic Woodward-Lebihan | 24/02/2025 | In Progress |
| Co-production of "What Matters to Me" digital page to hold key information about residents across health and care | Natasha Young | 31/03/2025 | In Progress |
| Delivery of the Improving Health Equity transformation programme | Natasha Young | 30/06/2025 | In Progress |
| Delivery of women's health network to improve access for women who experience inequalities to services | Natasha Young | 28/02/2025 | 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 Reviewed, actions updated and no changes to scoring. | 04/12/2024 |

| | |
|-------------------|--|
| 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: | Tara Dear |
| Governance Board: | Board of the Integrated Care Board |

| | Impact | Likelihood | Risk Rating |
|----------|--------|------------|-------------|
| Inherent | 4 | 3 | 12 |
| Current | 3 | 3 | 9 |
| 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 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 | 07/03/2025 | In Progress |
| OD Initiatives to reduce reliance on key individual leaders such as Leading Beyond Boundaries | Bethan Billington | 27/02/2025 | In Progress |
| Clarify relationships, interdependencies, responsibilities and accountabilities for initiatives in the Portfolio Tool to remove duplication and improve clarity | Matt Hollex | 31/01/2025 | 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 |
| Risk reviewed, no changes since last review | 22/11/2024 |
| Likelihood score raised to 3. 171 different project identified, including overlap and duplication which needs to be resolved | 04/12/2024 |

| | |
|-------------------|--|
| Risk Ref: | BAF0013 |
| Risk Title: | VCSE sustainability - Impact on Delivery of ICS Strategic Priorities |
| Risk Description: | <p>As a result of multiple factors affecting VCSEs:</p> <ul style="list-style-type: none"> - Perceptions and understanding of the sector in relation to knowledge, business operations, impact and value - A reduction in charitable donations to VCSE organisations, increase in national insurance contributions and a challenging financial climate for statutory partners - Short term funding mechanisms and financial instability from using reserves to maintain services - Workforce challenges, including difficulties with recruitment, retention, and redundancy - Complex operational functions, less agility and diminished flexibility as a result of service decommissioning - Disproportionate reporting requirements - Engagement fatigue within the VCSE and communities - Reductions or closures of VCSE services <p>There is a risk that the ICS will not deliver its vision and strategic priorities because the VCSE sector may not be in a position to adequately support the design and delivery of alternative approaches and services to deliver the left shift towards prevention and early intervention</p> <p>Resulting in:</p> <ul style="list-style-type: none"> - Poorer resident experience and health outcomes - Loss of VCSE knowledge, organisational memory and service expertise - Reduced outreach to seldom heard and disadvantaged communities, increasing inequalities - Increased demand and costs for statutory partners - Reduced external funding coming into BLMK - Loss of opportunities for collaboration and innovation with the VCSE in areas such as research and workforce - Reduced economic and social development - Trust and reputational damage for all partners |

| | |
|-------------------|--|
| Risk Owner: | Maria Wogan |
| Risk Lead: | Sonal Mehta |
| Governance Board: | Quality and Performance Committee / VCSE Strategy Group / Board of Integrated Care Board |

| | Impact | likelihood | Risk Rating |
|----------|--------|------------|-------------|
| Inherent | 4 | 4 | 16 |
| Current | 4 | 4 | 16 |
| Target | 2 | 3 | 6 |

| Organisations | Key Risk Indicators | | | | |
|---------------|---------------------|-----|-----|-----|-----|
| | TBC | TBC | TBC | TBC | TBC |
| BBC | | | | | |
| BHFT | | | | | |
| CBC | | | | | |
| CCS | | | | | |
| CNWL | | | | | |
| EEAST | | | | | |

| Controls |
|---|
| VCSE Strategy Group influences and facilitates greater collaboration between the BLMK Health and Care Partnership and the VCSE Sector |
| MoU in place to support partnership development between VCSE and ICB, which includes a commitment to sustainable funding |
| ICB employ VCSE Partnership Lead and fund VCSE Development Officer in VCSE sector to support development of the partnership |
| ICB Non-executive and Executive member roles provide strategic links between the ICB and VCSE sector to ensure the sector is advocated for at Board level |
| ICB has developed a Procurement and Market Management Strategy taking account of feedback from VCSE Strategy Group for more effective engagement |
| Prompts incorporated into policies and impact assessments e.g. Verto PMO tool, to support earlier engagement with VCSE in planning and decision making |

| Actions | Lead | Due Date | Status |
|---|-------------|------------|-------------|
| Ensure funding allocated to support VCSE partners as part of NHS planning | Sonal Mehta | 31/01/2025 | In Progress |
| Determine VCSE representation in provider collaboratives and place based partnerships to ensure VCSE is advocated | Sonal Mehta | 31/01/2025 | In Progress |
| Allocate funds to VCSE for work relating to recommendations in Denny Review | Sonal Mehta | 31/01/2025 | In Progress |
| Sustain the three VCSE mental health alliances across BLMK to support more effective delivery | Sonal Mehta | 28/02/2025 | In Progress |

| | | | | | |
|--------|---------|---------|---------|---------|---------|
| ELFT | | | | | |
| LBC | | | | | |
| MKCC | | | | | |
| MKUH | | | | | |
| SCAS | | | | | |
| System | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! |

| |
|--|
| Prompts incorporated into policies and impact assessments e.g. Verto PMO tool, to support earlier engagement with VCSE in planning and decision making |
|--|

| | | | |
|---|-------------|------------|-------------|
| Determine plan to use NHSE VCSE quality development tool to track progress and identify improvements to the partnership | Sonal Mehta | 31/03/2025 | In Progress |
| Deliver procurement support for VCSE including training and workshops to enable market development | Sonal Mehta | 31/03/2025 | In Progress |
| Implement joint assessment with commissioner and provider on impact of decision to withdraw funding, including other partners | Sonal Mehta | 31/03/2025 | In Progress |
| ICB Place teams and STT are developing working arrangements with VCSE to support more effective collaboration | Sonal Mehta | 31/03/2025 | In Progress |
| Improve understanding of impact and value from VCSE contracts and grant funding from other system partners | Sonal Mehta | 30/06/2025 | In Progress |

| Updates | Date |
|--|------------|
| Inconsistent comms around delayed NHS planning guidance means that some VCSE orgs have started to issue redundancy notices to staff, and limit or withdraw services. VCSE have already | 05/04/2024 |
| Risks assessment currently being undertaken with VCSE Strategy Group to consider for BAF at end of June | 24/05/2024 |
| risk assessment going to Board on 19th July and audit and risk cttee on 26th July | 09/07/2024 |
| System risk now on BAF. Feedback from audit and risk cttee being taken to VCSE Strategy group in September. Further work with partners required to develop | 16/08/2024 |
| Current controls and draft actions added in preparation for ICB audit and risk committee on October 11th | 25/09/2024 |
| Risk description redrafted following | 07/11/2024 |

| | |
|--------------------------|---|
| Risk Ref: | BAF0014 |
| Risk Title: | Maternity Services at BHFT |
| Risk Description: | <p>As a result of a number of factors across BHFT maternity services, relating to staffing and governance processes, which were identified and outlined at the Quality and Safety summit on 16th September 2023, not being fully addressed and rectified including:</p> <ul style="list-style-type: none"> • Inadequate staffing in the triage unit to manage all functions safely. • Inadequate medical staff training and mandatory training completion as per Trust targets • Not confronting unacceptable behaviours, including racism and discrimination • Inappropriate management of incidents • Insufficient number of qualified, competent, skilled, and experienced midwives to ensure safe care. • equipment checks are not performed and documented as per Trust policy. <p>There is a risk of</p> <ul style="list-style-type: none"> • Increased incidence of avoidable harm • Higher than expected mortality. • Patient dissatisfaction <p>Resulting in</p> <ul style="list-style-type: none"> • Negative patient outcomes and harm • backlogs of outstanding incidents hindering the identification of themes and trends necessary for shared learning • Increased strain on resources and staff well-being and morale, recruitment and retention potentially leading to further workforce challenges. • Increased health and social care costs • Lack of patient confidence, satisfaction and experience • Impact to reputation of BHFT maternity services and the NHS • Legal action / enquiries |

| | |
|--------------------------|---|
| Ris | Sarah Stanley |
| Ris | Felitta Burney-Nicol |
| Governance Board: | ICB Quality and Performance Committee / BHFT Maternity Improvement Board |

| | Impact | Likelihood | Risk Rating |
|-----------------|--------|------------|-------------|
| Inherent | 4 | 4 | 16 |
| Current | 4 | 4 | 16 |
| Target | 3 | 3 | 9 |

| Organisations | Key Risk Indicators | | | | |
|---------------|---------------------|-----|-----|-----|-----|
| | TBC | TBC | TBC | TBC | TBC |
| BBC | | | | | |
| BHFT | | | | | |
| CBC | | | | | |
| CCS | | | | | |

| Controls |
|---|
| Maternity Improvement Action Plan in Place to track and monitor progress and provide timely feedback. |
| Oversight provided through System Maternity Improvement Board |
| Trust Maternity Dashboard to monitor and track changes. |
| LMNS Board Meeting with ongoing oversight at LMNS Quality and Safety Meeting for assurance and reassurance. |

| Actions | Lead | Due Date | Status |
|--|------|----------|--------|
| Maternity Improvement board to be relaunched monthly to include: ICB Chief Nurse (Chair), Screening Team, MNVP, NMC, GMC, Regional Workforce Training and Educational Team, CQC, Healthwatch | | | |
| Maternity Improvement Director to be appointed/allocated. Dedicated resource to lead the implementation of action plan and improvement. | | | |
| Programme Management Maternity Improvement Board to have dedicated programme support provided by ICB. | | | |
| Governance Lead BHFT senior governance lead to be recruited. | | | |

| | | | | | |
|--------|---------|---------|---------|---------|---------|
| CNWL | | | | | |
| | | | | | |
| EEAST | | | | | |
| ELFT | | | | | |
| LBC | | | | | |
| MKCC | | | | | |
| MKUH | | | | | |
| SCAS | | | | | |
| System | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! |

Monthly Trust Audit for quality assurance, check compliance, identify any risks and for continuous improvement.

| | | | |
|--|--|--|--|
| | | | |
| Focus on learning from incidents/harm with evidence of changes in practice. | | | |
| Develop and implement a Maternity Governance Risk Framework, including an associated action plan with clear timeframes | | | |
| Health Innovation East to support one day per week to effectively implement NEWTT2 and MEWS across the whole trust not just maternity. | | | |
| Tier 3 weight management to be offered to 100 women with BMI over 40 as a pilot. | | | |
| ICB to complete MNVP voice and equal partner recruitment. Agree work plans (date to be confirmed). MNVP to be full members of maternity improvement board. | | | |
| Establish a daily LMNS Mutual Aid Meeting for monitoring purposes. | | | |
| Create and implement an Equality, Diversity, and Inclusion (EDI) strategy. | | | |
| Review the PMA Lead role to enhance multi-disciplinary team support. | | | |
| Develop a comprehensive workforce strategy. | | | |
| Implement a Labour Ward Coordinator Framework across the system to promote effective leadership and improve team culture. | | | |
| Fully embed the new triage process and monitor it through the Trust Maternity dashboard, ensuring continued oversight at the LMNS Quality and Safety Meetings and monthly audits. | | | |
| Trust wide screening board to be set up chaired by BHFT exec or non-exec - with national screening team to be members. | | | |
| Tommy's app pilot to commence (needs 1.2 WTE band 6 for three years to support) ICB LMNS to support. | | | |
| Quadrumvirate Meetings: Regular and minuted Quadrumvirate meetings to be established, in line with the Clinical Negligence Scheme for trusts, to be monitored by Improvement Board | | | |
| Develop and implement a cultural strategy to address racism and other cultural behaviours in conjunction with NMC, GMC, WTE, Healthwatch and MNVP. | | | |
| BHFT to conclude Mortality / Harm Review and provide findings at Maternity Improvement Board (to include maternal and neonatal services) | | | |
| To ensure and learn from feedback loop on user experience and reporting (including complaints, users, incidents and outcomes. Themes, actions and learning) | | | |
| To add the full range of ethnicity codes within In Phase so that reporting of all incidents has a mandatory field to collect this data for every incident reported. | | | |
| | | | |

| Updates | Date |
|-----------------------|------------|
| New addition to 4Risk | 03/12/2024 |
| | |
| | |