

BOARD MEETING

Title	Chief Executive and Chief Officers' Report		
Paper Date:	04 March 2025	Meeting Date:	11 March 2025
Purpose:	Information	Agenda Item:	07
Author:	Dr Nick Broughton, CEO, Chief Officers	Exec Lead/ Senior Responsible Officer:	Dr Nick Broughton, CEO

Executive Summary

This report provides an update for the Board on key topics and items for escalation since the meeting in public on 14 January 2025 that are not covered in other items on the agenda.

The work of the Chief Executive is wide ranging and impacts upon all the ICB and System's objectives, with examples given below:

- *Improving outcomes in population health and health care: Thames Valley Cancer Alliance; Berkshire West Place Update; 2025/26 Planning*
- *Tackling inequalities in outcomes, experience and access: Managing access to services; Whitley Community Development Association Community Wellness Outreach Project; Organisational Development; Healthwatch Buckinghamshire's report on Young Peoples' experiences of accessing GP care.*
- *Enhancing productivity and value for money: 2025/26 Planning; Finance Report*
- *Helping the NHS to support broader social and economic development: Specialised Commissioning; Oxford Academic Health Partners*

Key risks and mitigations

The Board Assurance Framework (Appendix 1) includes key risks scoring 15> to the delivery of the objectives. The BAF is being reviewed with each Chief Officer during March 2025. The two risks scoring 15> are summarised below:

Financial Sustainability: A current score of 20 – Very High (Likelihood: 5-Almost Certain) (Impact: 4-Major). *"There is a risk that BOB Integrated Care System is unable to manage its expenditure within its available resource and that it will not deliver its financial plan and financial targets resulting in reputational damage and inability to deliver high quality services for patients"* BOB Integrated Care System (ICS) at Month 10 is exceeding its planned control total by -£36.7m. The aggregate deficit for the system is -£53.4m YTD". This poses the risk of being unable to manage its expenditure within its available resource. NHSE financial controls implemented across all organisations within the System with short and long-term recovery plans being implemented as part of the 25/26 planning round. More detail will be discussed at item 12 of the Board agenda.

Access to Services: A current score of 16 – Very High (Likelihood: 4-likely) (Impact: 4-Major). *"The risk of the health and care system being unable to achieve the restoration of NHS services in line with 2024/25 priorities and operational planning guidance"*. The risk is broad, covering all areas of care. Processes in place to strengthen and eliminate any gaps in controls and assurances specific to each service area and in a systematic way. Mitigations in place and performed through period of review.

Action Required

The Board is asked to note this update.

Conflicts of Interest:	Conflict noted: conflicted party can remain and participate in discussion.
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This report contains information relating to organisations that partner members of the Board lead/are employed by. The perspective of these members is an important aspect to enable the Board to focus on where the ICB (Integrated Care Board) and system contribute to improvement.

Chief Executive and Chief Officers' Report

Context

1. This report provided an update to the Board regarding key topics of relevance in the Integrated Care System (ICS) and items for escalation.
2. The report shares highlights from the work of the Chief Executive, Integrated Care Board (ICB) and its partners, and key issues that are not reported elsewhere on the Board agenda.
3. Today's agenda includes a request to approve the Collaborative and Delegation agreements for Specialised Commissioning, discussions on the Thames Valley Cancer Alliance, the Month 10 finance report and the Month 9 performance and quality report, updates on Berkshire West Place and progress with 2025/26 planning.

Chief Executive update

4. I would like to welcome Dr Ben Riley to the Board. Ben joined the ICB on 3 March 2025 as our new Chief Medical Officer (CMO). He has therefore succeeded Dr Abid Irfan who was the ICB's acting CMO. Ben has a GP background and joins the ICB from Oxford Health NHS Foundation Trust where for over 5 years he was the Executive Director for Community, Primary Care and Dental Services.
5. I would like to thank Abid for his tremendous efforts as Acting CMO and can confirm that he will remain with the organisation as our Deputy CMO, reporting to Ben.
6. Matthew Metcalfe stepped down from his role as the ICB's Chief Financial Officer (CFO) on 17 February 2025 and will be leaving the organisation at the end of the current financial year. Up until that point he will be leading a piece of work to review the ICB's estates strategy with a view to this being presented to the ICB Board in the early summer. I would like to put on record my thanks to Matthew for the considerable contribution he has made to the ICB and our wider system since he joined the organisation in April 2023.
7. Matthew has been succeeded as CFO by Alastair Groom pending a substantive appointment being made later in the year. Alastair has been the ICB's turnaround director for the last 12 months and has considerable finance experience and expertise.

Planning

8. NHS England's planning guidance was published at the end of January 2025. Considerable work has been ongoing since within the ICB and across the wider system to develop the final system plan which will need to be submitted at the end of March 2025 in line with NHSE requirements.
9. The annual planning round is always challenging, and this is particularly the case this year given the overall economic climate and the significant operational and financial pressures facing the NHS. I am pleased, therefore, that as a system we have been able to build on the learning from last year which has influenced the design of the approach this year. A key component of this

was the development of the System Planning Leadership Group which was established last autumn and includes representation from primary care and public health along with the planning leads from our 5 provider trusts. It is chaired by Hannah Iqbal, Chief Strategy, Digital and Transformation Officer.

10. We will provide a detailed verbal update regarding planning at the Board meeting reflecting the work that is ongoing and feedback from our presentation to the Southeast Regional Leadership Team meeting on 27 February 2025.

Independent Mental Health Homicide Review

11. On 12 February 2025 the Prime Minister announced that there will be a judge-led public inquiry into the deaths of Barnaby Webber, Grace O'Malley-Kumar and Ian Coates. They died following being attacked by Valdo Calocane who is now detained in a high secure hospital under the provisions of Sections 37/41 of the Mental Health Act following being convicted of manslaughter on the grounds of diminished responsibility. The inquiry is likely to result in significant findings in relation to mental health services in general. The ICB will therefore follow developments closely. The full letter from NHSE can be found [here](#)
12. I am pleased to note that all three of our acute trusts have declared full compliance with the Year 6 Maternity (and perinatal) Incentive Scheme, M(P)IS. NHS Resolution's scheme continues to support safer maternity and perinatal care by driving compliance with ten Safety Actions, all of which support the national maternity ambition to reduce the number of stillbirths, neonatal and maternal deaths, and brain injuries. In declaring full compliance, the trusts will each receive 10% of their maternity CNST contribution back. I would like to pass on my thanks to the trusts and our ICB team who have been committed to achieving full compliance this year.
13. We are working with our partners across the Reading Safeguarding Partnership in support of a Joint Targeted Area Inspection (JTAI) of our multi-agency response to children, including unborn children, who are victims of domestic abuse in Reading. This follows our previous involvement in February of a SEND thematic review of children who are not in education across the West Berkshire Local Authority footprint, part of the Department of Education's thematic review schedules. This month we will also be working alongside our partners in the Wokingham Borough Council as part of their inspection of adult social care.

Healthwatch Buckinghamshire's report on Young Peoples' experiences of accessing GP care.

14. In January our Healthwatch Buckinghamshire looked at independent access to GP Care for young people (14-20 years of age). They spoke with the Youth Voice Bucks Executive Committee to learn from young people's experiences and understand the topics that mattered to young people. From the report the ICB received a request to respond to their recommendations and, at time of writing, this is being addressed. The full report can be found [here](#)

Changes to the GP contract 2025/26

15. The ICB, along with GP Practices in England and Primary Care Networks Clinical Directors received a letter from NHSE in relation to changes to the GP contract in 2025/26. The letter

explains that the consultation on changes to the GP contract for 2025/26 has now concluded and outlines the final arrangements for the upcoming financial year. It can be found [here](#).

Oxford Academic Health Partners

16. I am pleased to report that in my capacity as ICB CEO I have been invited to join the board of Oxford Academic Health Partners (OAHP) which is the Academic Health Science Centre (AHSC) for Oxford. It is one of only 8 AHSCs across the country. AHSCs are regional partnerships bringing together expertise from universities and NHS organisations with the aim of improving health and care services through translating early scientific discoveries into benefits for individual patient and local and national populations.
17. The ICB is now represented on the OAHP board which is chaired by Sir Jonathan Montgomery and met most recently on 21 February 2025. Its membership includes the CEOs of Oxford Health, Oxford University Hospitals and the Health Innovation Network together with senior representation from the University of Oxford, Oxford Brookes University and the two Oxford hosted biomedical research centres.
18. The OAHP is therefore an important component of the BOB system's research and innovation ecosystem and has an important role to play in helping to harness the local academic capability to help transform health and care services.

Integrated Care Board – our people

Change Programme

19. On 29 April 2024 the organisation launched a staff consultation on a proposed new structure and operating model. During the consultation period there was significant feedback that the operating model was not clear in what it was proposing. It was decided, following board approval, that the operating model and proposed structures would be re-worked, and the consultation would be re-launched.

The consultation re-launched on the 8 July 2024 and closed on 4 August 2024. The ICB engaged with partners for their feedback about the draft Operating Model from 11 July to 4 August 2024.

At time of writing, the ICB are currently progressing the voluntary and compulsory redundancy process whilst supporting staff looking at suitable alternative employment and looking at recruitment to positions.

Organisational Development

20. As CEO I am determined to make the ICB an organisation that is truly inclusive and embraces diversity in all its manifestations. With this in mind I am delighted to report that we have partnered with the charity, Race Equality Matters, to develop an anti-racist programme. It is a highly respected charity that is already working with a number of our system partners and will provide us with an independent, objective audit identifying areas where the ICB needs to improve in order to become an anti-racist organisation.
21. The partnership was formally launched on 4 February 2025 as part of a Race Equality week webinar hosted by Yasmin Mahmood, Head of Equality, Diversity and Inclusion, and Joe Smart, Associate Director of Organisational Development.

22. I am also extremely grateful to the leaders of our Care Network for helping design the programme.

Chief Officer updates

Chief Delivery Officer

23. Oxfordshire Mental Health Contract

Several Oxford Health NHS FT (OHFT) community and mental health contracts in Oxfordshire are ending on 31/03/2025. This offered an opportunity to streamline current arrangements reducing the number of contracts between BOB ICB and OHFT from five to one. This will be more aligned to how other NHS Trusts are contracted within BOB, reduce transactions and simplify contract management arrangements. To further reduce transactions and enable time for transformation, already underway, the contract will be awarded for a 7-year (plus 3) period.

This work is a culmination of partnership working between providers (including voluntary sector) and NHS/Oxfordshire County Council joint commissioners. Various plans and workstreams have developed, overseen by governance arrangements proportionate to the contract value and range of services. From April, it offers an exciting opportunity for us to work as a system, tailoring services to people's needs and transforming models of care to focus on delivering the best value mental health and community services. In line with the revised approval processes for contracts agreed at the System Productivity Committee the board are asked to note the award of this contract from the 01 April 2025.

Chief Medical Officer

24. More than 100 frontline NHS staff were joined by NHS England directors in Reading on Tuesday 25 February 2025 to have their say on what they want to see from the Government's 10 Year Health Plan at a Change NHS event.
25. Joining staff in Reading were Bola Owolabi, Director of Healthcare Inequalities for NHS England, Anne Eden, South East Regional Director and Dr Tim Caroe, South East Director of Primary Care, who also visited the award-winning Brookside Group Practice surgery in Earley where the team have been transforming patient care through a range of digital improvements.
26. In addition, a group of 20 patients and patient representatives from across the BOB area attended a co-production workshop in Henley-on-Thames, on Friday 28 February 2025, to help design communications messages which explain triage and the roles of health professionals who work in general practice.
27. The workshop heard from a number of GP surgery staff, while patients offered feedback on the resources and materials currently available and how they could be improved, and suggested communication channels to better reach the public

Chief Nursing Officer

28. Further to the publication of The Royal College of Nursing (RCN) report 'On the Frontline of the UK's Corridor Care Crisis' in January 2025, the oversight of our patients in treatment escalation spaces (TES) continues and we have worked with colleagues at NHS England to visit all three trusts. The learning from the visits has been captured and key themes have been pulled together and will be shared across the system and our Southeast region.
29. Thank you to the Royal Berkshire Hospital NHS Trust who hosted our third senior nursing and midwifery leadership event in January. The event brought together 30 leaders who heard about

the valuable work being done to develop our community nursing programme nationally, and how we can develop this work locally and the national learning disability lead presented on changes to the LD nursing programme. All of this is invaluable in responding to the requirements of developing our community strategy.

30. As part of the requirements of the national Paediatric Hearing Services Improvement Programme we have established a System Oversight Group to monitor and track progress of the improvement work.

Chief Strategy, Digital and Transformation Officer update

31. Papers relating to specialised commissioning and planning form part of the agenda items.

Chief Finance Officer update

32. At M10, BOB ICS aggregate deficit for the system is -£53.4m Year To Date (YTD). The Full Year outturn is -£31.1m deficit.

- The underlying position for the ICB has improved month-on-month whilst deteriorating for 2 main in-system providers, mainly due to a combination of slippage in cost improvement plans and overspend in non-pay.
- The headline numbers include the Elective Recovery Fund (ERF) cap variance due to increased 65 week wait backlog clearance in Q4 to minimise breaches by 31 March 2025. The adverse variance is a result of a national cap introduced in January 2025 based on April to August actual activity extrapolated to a full year position.
- Pressures continue to be seen on prescribing budgets, Section117 Mental Health packages of care and High-Cost Drugs & Devices.
- M10 position is closely analysed to ensure recurrent and non-recurrent commitments are reflected in the 2025/26 plan appropriately

Chief People Officer update

OD Plan

33. The OD plan designed and agreed in November 2024 is currently in 'delivery' phase with several initiatives and approaches being launched in Q4 of 2024/25. A summary is presented below:

- Launch of the ICB anti-racist programme in partnership with Race Equality Matters.
- A bespoke support and training package for executives
- A bespoke training package for senior leaders
- Launch of Kindness into Action training for BOB ICB staff
- Continuing promotion of the Buckinghamshire Academy coaching resources, which the ICB has access to until October 2025.
- Launch of the Personal Development Review (PDR)/Appraisal season
- Senior Leadership Network
- Launch of the 2024 Staff Survey results

Generated Date		05 Mar 2025 09:04																						
Risk Criteria																								
		Project CCB Board Assurance Framework (BAF)																						
		Risk Area BOB ICB Strategic Risks/Board Assurance Framework BAF																						
Very High	Prefs	Referenc e	Risk Title and Ownership	Risk Description	Interest Score	Residual Score	Target Score	Directorate / Governance Group / Assurance	BOB ICB Core Objectives	Risk Area	Location	ICS Risk	Review Status	Risk Review	Last Review Actual Date	Detail	Closed	Controls	Score	Score Text	Detail	Actions	Closed	Flagged for 'Deep Dive'
BOB0002	1104	Risk Title: Financial Sustainability Risk Owner: Alister Green Directorate Lead: Claire Howell Created: 17 Nov 2022	As a result of the BCB Integrated Care System is unable to manage its expenditure within its available resource. There is the risk of a fall in deliver to financial plan and financial targets. Resulting in reputational damage and inability to deliver high quality services for patients.	Very High (4.4-10)	Very High (4.4-10)	High (4.4-10)	Directorate: Finance Primary Responsible Governance Group: System Productivity	Improve outcomes, Tackle inequality, Enhance productivity, Social and economic development	BOB ICB Strategic Risks/Board Assurance Framework BAF				Open		05 Dec 2024	NHS Finance controls implemented across all organisations within the system recovery. Applying additional focus to short term delivery in light of current financial pressures.			0.5	Adequate	3-year financial recovery plans being developed for discussion with NHS.	02 Oct 2024	No	
																SBTS established and leading on system recovery.								
																SBTS leading on system recovery. Applying additional focus to short term delivery in light of current financial pressures.								
																SBTS leading on system recovery. Applying additional focus to short term delivery in light of current financial pressures.								
BOB0004	1106	Risk Title: Access to Services Risk Owner: Matthew Tait Directorate Lead: Ben Griffin Created: 17 Nov 2022	As a result of the BCB health and care system being unable to achieve the realisation of NHS services it is with 2024/25 profiles and operational planning guidance. There is the risk of the populations of BCB will not be long for clinical appointments and treatment. Resulting in poorer health outcomes for people across BCB.	Very High (4.4-10)	Very High (4.4-10)	High (4.4-10)	Directorate: Delivery Primary Responsible Governance Group: Population Health and Patient Experience Committee	Improve outcomes, Tackle inequality	BOB ICB Strategic Risks/Board Assurance Framework BAF				Open	26 Feb 2025	NHS assurance and oversight Review at PMPE Committee.	Additional UEC recovery plans requested for DIT & Q&H.		1	Substantial	Additional UEC recovery plans requested for DIT & Q&H.	05 Apr 2024	No		
																Review at PMPE Committee.								
																System Wide Boards								
																SCF Processes with Trusts								
BOB0009	435	Risk Title: ICS Workforce Risk Owner: Sandra Grant Directorate Lead: Sandra Grant Created: Jan 2025	As a result of NHS BCB ICB does not work with system partners to ensure an appropriate and affordable NHS workforce. There is the risk of we will not be sufficiently resourced to deliver safe and effective services. Resulting in patients and functions across BCB Integrated Care System not receiving the services that they need.	Very High (4.4-10)	Very High (4.4-10)	High (4.4-10)	Directorate: People Primary Responsible Governance Group: HR	Improve outcomes, Tackle inequality, Enhance productivity, Social and economic development	BOB ICB Strategic Risks/Board Assurance Framework BAF				Open			Review of the System People Governance Structure.		0.5	Adequate	New CPO reviewing approach with system partners to ensure alignment to system priorities and developing longer term People/Workforce Plan.	05 Apr 2024	No		
																Increasing performance approach to workforce planning and improving productivity.								
																Continuing to deliver the south east temporary staffing programme.								
																Embedding SPGS since agreed.								
BOB0001	1103	Risk Title: Health Inequality Risk Owner: Ben Ripps Directorate Lead: Steve Goldsworthy Created: 17 Nov 2022	As a result of the ICB is unable to integrate and lead effectively with its system partners in relation to improving health outcomes and reducing health inequalities. There is the risk of the population of BCB will continue to experience inequalities and suboptimal outcomes and experience. Resulting in poor outcomes and failure to achieve broader social and economic development.	High (4.4-10)	High (4.4-10)	Medium (4.4-10)	Directorate: Medical Primary Responsible Governance Group: Population Health and Patient Experience Committee	Improve outcomes, Tackle inequality	BOB ICB Strategic Risks/Board Assurance Framework BAF				Open	05 Feb 2025		The putting in place of agreed activities on behalf of JPI & Integrated Care Strategy to tackle health inequalities through Place and clinical programmes.			0.5	Adequate	Place development of plans for use of JPI facilities. Prevention, Population Health and Reducing Health Inequality meetings established and leading on.	02 Apr 2025	No	In-depth review undertaken / Reported to CRMG
																The oversight and monitoring of good Governance around Health Inequality.								
																Resourced Actions - Decisions to inform the allocation and oversight of their delivery of Health Inequality.								
																Population Health Management - improvement of data and analysis to inform health inequalities priorities and outcomes.								
BOB0005	1107	Risk Title: Transformation Risk Owner: Hannah Vint Directorate Lead: Robert Brown Created: Nov 2022	As a result of the ICB is unable to establish and lead a system-wide approach and culture of transformation. There is the risk of it will fail to achieve the four year goals set out by NHS England and align with the NHS Oversight Framework Themes. Resulting in non-compliance of statutory requirements and ensuring compliance with the new operating model.	Very High (4.4-10)	High (4.4-10)	Medium (4.4-10)	Directorate: Strategy and Partnerships Primary Responsible Governance Group: Strategy, Digital and Transformation	Improve outcomes, Tackle inequality, Enhance productivity, Social and economic development	BOB ICB Strategic Risks/Board Assurance Framework BAF	BOB Wide		No	Open	05 Sep 2024		Integrated Care Strategy agreed. 05 Sep 2024		1	Substantial	Development of Plans moving to agreed use of the new resources with LA/Partner e.g. Health Inequality.	02 Aug 2023	No		
																Joint Forward Plan agreed. 05 Sep 2024								
																Acute Provider Collaborative Business Case Programme with agreed work.								
																Urgent and Emergency Case 10 Dec 2024								
BOB0006	1108	Risk Title: Safety, Safeguarding and Quality Risk Owner: Pauline Corcoran Directorate Lead: Heidi Beckett Created: 17 Nov 2022	As a result of the ICB does not have the correct safeguarding and quality assurance mechanisms in place. There is the risk of it may fail to identify safeguarding risk and maintain or improve the quality and safety of patient services. Resulting in poor patient care and experience and potential harm to non-compliance of statutory duty of the ICB.	High (4.4-10)	High (4.4-10)	Medium (4.4-10)	Directorate: Nursing Primary Responsible Governance Group: Safeguarding	Improve outcomes, Tackle inequality	BOB ICB Strategic Risks/Board Assurance Framework BAF				Open	25 Feb 2025		Developing State of BCB system activities (Spa).		0.5	Adequate	Monthly update to be presented to Board.	10 Dec 2024	No		
																System Leadership Forum established - meeting frequently now per year Feb 22								
																Work being undertaken under risk ST R008 in relation to provider collaboration. ICB forward vision is currently being tested in the BCB ICB operations model.								
																System recovery and transformation board in place								
BOB0008	1109	Risk Title: Working in Partnership Risk Owner: Matthew Tait Directorate Lead: Matthew Tait Created: 17 Nov 2022	As a result of BCB does not develop effective partnerships across place, system and beyond. There is the risk of it will be unable to respond to the needs of patients and public across BCB. Resulting in lost opportunities to deliver the right care at the right place and at the right time to address the full range of people's needs.	High (4.4-10)	High (4.4-10)	Medium (4.4-10)	Directorate: Delivery Primary Responsible Governance Group: System and Place Development Committee	Improve outcomes	BOB ICB Strategic Risks/Board Assurance Framework BAF				Open	18 Jul 2024		NHS assurance and oversight Review at SPG Committee.		1	Substantial	Specific agenda item on Quarterly NHS Review meetings to look at Partnership Development.	18 Jul 2024	No	In-depth review undertaken / Reported to CRMG	
																Review at SPG Committee.								
																SCF Processes with Trusts								
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BC08008	1100	Risk Title: Workforce Risk Owner: Sandra Grant Directorate Lead: Sandra Grant Created: 17 Nov 2022	As a result of the care system within the BCB geography is unable to attract and retain a suitably qualified workforce There is the risk of, since it is a possibility that there will be an inability to deliver key ICB business objectives due to the potential failure to retain capacity and expertise at ICB workforce level as we go forward with the development of ICS, working at place and within the wider system Resulting in impact on staff resilience, wellbeing and key deliverables of the Long Term Plan and business continuity	High (H-3+)	High (H-3+)	Medium (M-2+)	Directorate People Primary Responsible Governance Group: Audit and Risk Committee	Improve outcomes, Tackle inequality, Enhance productivity	BCB CB Strategic Risk/Board Assurance Framework BAF	Open	21 Nov 2024	Build targeted recruitment strategies to address workforce planning with long-term business strategies	0.5	Adequate	Reassuring plan for Nursing Directorate (NDC), Allocation of an HSE individual to provide support to delivery of plan and work with senior managers within the ICB As Controls and actions are reviewed as part of the monthly review process System projects in place to manage mental health patients in a non-mental health setting to ensure we optimise our mental health workforce. Aligning our bank payment levels so that we ensure that staff are booked fairly and that retention is consistent across organisations. Reviewing skills shortages and taking a system wide approach to increasing supply.	12 Nov 2024	No																																																														
Medium																																																																															
Pre-Info		Ref: 1100	Risk Title and Ownership	Risk Description		Inherent Score	Residual Score	Target Score	Directorate / Governance Group / Assurance	BCB CB Core Objectives	Risk Area	Location	ICB Risk	Risk Review		Controls				Actions		Flagged for 'Deep Dive'																																																									
BC08002		1100	Risk Title: Resilience Risk Owner: Matthew Tate Directorate Lead: Hannah Mills Created: 17 Nov 2022	As a result of the BCB health and care system lacks resilience to respond to significant incidents, events and emergencies There is the risk of, services to the population of BCB will be affected Resulting in poorer health outcomes for people across BCB		High (H-3+)	Medium (M-2+)	Medium (M-2+)	Directorate, Delivery Primary Responsible Governance Group: Audit and Risk Committee	Improve outcomes, Tackle inequality, Enhance productivity	Assurance Framework BAF		Open	Review Status	Last Review Actual Date	Detail	Closed	Score	Score Text	Detail	Closed	Flagged for 'Deep Dive'																																																									
																NIHSE LEP/PS Standards and Review	1	Substantial	Following Board Review and Core Standards Review, a work plan for 2023/24 to be produced		No																																																										
																Review through Audit and Risk Committee	0.75	Substantial																																																													
																Production of Annual Report to Board	0.5	Adequate																																																													
																Robust risk and capability management in partnership with stakeholders - LEPF and LIFRP	0.5	Adequate																																																													
																EPH work programme, Overhead Capital Rate	0.5	Adequate																																																													
																Internal Business Continuity Management System	0.5	Adequate																																																													