

BOARD MEETING

Title	Board Assurance Framework (BAF)		
Paper Date:	8 November 2023	Meeting Date:	21 November 2023
Purpose:	Assurance	Agenda Item:	15
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Executive Summary

The Board Assurance Framework (BAF) is presented to the Board no less than four times a year and sets out the principal risks to the achievement of the ICB's strategic objectives and is a practical means through which the Board can assess controls against delivery of these. In doing so, the BAF is also a primary source of evidence in describing how the ICB is discharging its responsibilities for internal control.

This report presents the BAF (Annex 1) and the red rated risks (Annex 2) on the Corporate Risk Register (CRR) for consideration and discussion. All risks, including risk scores, positive assurances and assurance values, gaps in control and mitigating actions have been updated as part of the agreed monthly review process, with the Executive Director Leads since September reporting, and taken through the Executive Committee and Audit and Risk Committee for assurance before being submitted to ICB Board. Members' attention is drawn to the following:

BAF

The BAF comprises eight strategic risks as defined by the Board, the major risks that could prevent the Board from fulfilling the objectives in the BOB ICBs agreed strategy.

The Board is notified of those risks which retain a residual score/rating of ≥ 15 RED.

Risk	Risk Area	Created	Aggregated Assurance level	Inherent Score	Residual Score	Residual Score (March 23)	Residual Score (June 23)	Residual Score (Oct 23)
BOB0002	Financial Sustainability	Nov 2022	Adequate	16	12	12	12	16
BOB0004	Access to Services	Nov 2022	Substantial	16	16	16	16	16

All risks have been assessed against system priorities and meeting the BOB Integrated Care Board (ICB) four key aims.

- Improving outcomes in population health and health care
- Tackling inequalities in outcomes, experience, and access
- Enhancing productivity and value for money
- Helping the NHS to support broader social and economic development.

CRR

The Corporate Risk Register (CRR) is the mechanism to manage high level risks facing the organisation from a strategic, clinical, and business risk perspective, and comprises operational risks arising from the ICBs day-to-day activities.

The Board is notified of those risks which retain a residual score/rating of ≥ 15 RED.

Risk	Risk Area	Created	Aggregated Assurance level	Inherent Score	Residual Score	Residual Score (Mar 23)	Residual Score (June 23)	Residual Score (Oct 23)
1053	Financial Sustainability (in-year)	Sept 2022	Adequate	16	16	16	16	16
1055	Financial Sustainability (long-term)	Sept 2022	Limited	16	16	16	16	16

Risk Appetite

In April 2023, Audit and Risk Committee was asked to consider an organisational approach to risk appetite, based on suggested risk appetite grading levels for BOB ICB core strategic risks.

As recommended by the 'Good Governance Institute' (GGI) at least once yearly, the Board should set specific limits for the levels of risk the organisation is able to tolerate, known as 'risk appetite' in the pursuit of its strategic objectives. The Board should also review these limits during periods of increased uncertainty or adverse changes in the business environment.

The Board are asked to approve that a facilitated 'Risk Development Session', designed to support and enhance shared understanding of ICS Risk and system appetite in the evaluation and assigning of risk, is put in place during Q4 (Jan – Mar).

This will help to:

- Put in place a framework for guiding business decisions.
- Help monitor and adjust position against an expressed appetite.
- Set a foundation for communication to external stakeholders on activities and levels of risk assumed in the organisation.

Action Required

The Board is asked to:

- **Note** the report.
- **Note** the BAF and CRR 'Red Rated Risks'
- **Agree** to the facilitation of a Board Risk Development Session

Conflicts of Interest:

No conflict identified

Date/Name of Committee/ Meeting, Where Last Reviewed:

Executive Management Committee: 9 October 2023
Audit and Risk Committee: 24 October 2023

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Risk Criteria

Project ICB Board Assurance Framework (BAF)

Risk Area BOB ICB Strategic Risks/Board Assurance Framework BAF

Very High

Reference	Risk Title and Ownership	Risk Description	Inherent Score	Residual Score	Target Score	Directorate / Governance Group / Assurances	BOB ICB Core Objectives	Risk Review		Controls			Actions	
								Review Status	Current Review Period End Date	Detail	Score	Score Text	Detail	Closed
1154	Risk Title: Financial Sustainability Risk Owner: Matthew Metcalfe Directorate Lead: Jenny Simpson Created: 17 Nov 2022	If the BOB Integrated Care System is unable to manage its expenditure within its available resource Then: it will not deliver its financial plan and financial targets Resulting in: reputational damage and inability to deliver high quality services for patients	Very High	Very High	High	Directorate: Finance Responsible Governance Group: System Productivity	Improve outcomes, Tackle inequality, Enhance productivity, Social and economic development	Open	29 Sep 2023	NHSE financial controls implemented across all organisations within the system. All new expenditure by ICB approved by Executive Team, establishment of recovery plan, monitoring of actions by Productivity Committee.	0.5	Adequate	In-year financial recovery plans being developed for discussion with NHSE.	
									ICS Efficiencies Collaborative Group established and work in progress	0.5	Adequate	IECG to add additional focus to short term delivery in light of current financial pressures		
1156	Risk Title: Access to Services Risk Owner: Matthew Tait Directorate Lead: Ben Gattlin Created: 17 Nov 2022	If the BOB health and care system is unable to achieve the restoration of NHS services in line with 2023/24 priorities and operational planning guidance Then: the populations of BOB will wait longer for clinical appointments and treatment Resulting in: poorer health outcomes for people across BOB	Very High	Very High	High	Directorate: Delivery Responsible Governance Group: Population Health and Patient Experience Committee	Improve outcomes, Tackle inequality	Open	15 Aug 2023	NHSE assurance and oversight processes	1	Substantial	Additional UEC recovery plans requested for BHT & OUH	
									Review at PHPE Committee	1	Substantial	Revised trajectories for waiting lists requested from all 3 Trusts		
									System Wide Boards	0.5	Adequate			
									SOF Processes with Trusts	1	Substantial			
									Board Performance Reports	1	Substantial			

High

Reference	Risk Title and Ownership	Risk Description	Inherent Score	Residual Score	Target Score	Directorate / Governance Group / Assurances	BOB ICB Core Objectives	Risk Review		Controls			Actions	
								Review Status	Current Review Period End Date	Detail	Score	Score Text	Detail	Closed
1155	Risk Title: Resilience Risk Owner: Matthew Tait Directorate Lead: Alexander Thompson Created: 17 Nov 2022	As a result of the BOB health and care system lacks resilience to respond to significant incidents, events and emergencies There is the risk of: services to the population of BOB will be affected Resulting in: poorer health outcomes for people across BOB	High (4.3=12)	High	Medium	Directorate: Delivery Responsible Governance Group: Audit and Risk Committee	Improve outcomes, Tackle inequality, Enhance productivity	Open	15 Aug 2023	NHSE EPRR Standards and Review	0.5	Adequate		
									Review through Audit Committee	0	Limited			
									Production of Annual Report	0	Limited			
									Robust risk and capability management in partnership with stakeholders - LRF and LHRP	0	Limited			
									EPRR work programme developed against risks	0	Limited			
									Internal Business Continuity Management System	0	Limited			
1157	Risk Title: Transformation Risk Owner: Nick Broughton Directorate Lead: Catherine Mounford Created: 17 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 core purposes set out by NHS England. Resulting in: non-compliance of statutory requirements	Very High	High (3.3=9)	Medium	Directorate: Strategy and Partnerships Responsible Governance Group: System and Place Development Committee	Improve outcomes, Tackle inequality, Enhance productivity, Social and economic development	Open	09 Dec 2023	Integrated Care Strategy agreed.	1	Substantial	Further development of provider collaboratives and delegation of some agreed functions	
									Joint Forward Plan agreed	1	Substantial			
									Acute Provider Collaborative/Elective Care Programme with agreed work programme	0.5	Adequate	Development of Place moving to agreed level of delegated resources with LA Partner e.g., Health Inequalities	02 Aug 2023	
									Urgent and Emergency Care system wide priorities	0.5	Adequate	Developing system Q1 approach. Whole system education even in June.		
									Quarterly ICB/NHSE oversight and Trust tripartite sessions	0.5	Adequate			
									Developing Suite of BOB system strategies (gap)	0.5	Adequate			
									System Leadership Forum established - meeting frequently twice year (met 6 Nov 23)	0.5	Adequate			
1159	Risk Title: Working in Partnership Risk Owner: Matthew Tait Directorate Lead: Matthew Tait Created: 17 Nov 2022	As a result of BOB 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 BOB 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 (4.3=12)	High	Medium	Directorate: Delivery Responsible Governance Group: System and Place Development Committee	Social and economic development	Open	15 Aug 2023	NHSE assurance and oversight	0	Limited		
									Review at SPD Committee	0	Limited			
									SOF Processes with Trusts	0	Limited			
									Board Performance Reports	0	Limited			
1160	Risk Title: Workforce Risk Owner: Caroline Corrigan Directorate Lead: Dalishad Cunnann Created: 17 Nov 2022	As a result of the BOB health and care system is unable to attract and retain a suitably qualified workforce There is the risk of: there 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 upon the deliverability of the People Plan and potential impact on the quality and continuity.	High (3.3=9)	High (3.3=9)	Medium	Directorate: People Responsible Governance Group: People Committee	Improve outcomes, Tackle inequality, Enhance productivity	Open	09 Dec 2023	System projects to be put in place to support our most challenged workforce	0.5	Adequate	System projects to be put in place to support our most challenged workforce.	
									1. Collaborative absence management					
									2. Collaborative health and care recruitment					
									3. Managing our agency and bank temporary staffing					
									4. Collaborative staff turnover					
									These projects are set out in our Joint Forward Plan and People Strategy					

Medium

Reference	Risk Title and Ownership	Risk Description	Inherent Score	Residual Score	Target Score	Directorate / Governance Group / Assurances	BOB ICB Core Objectives	Risk Review		Controls			Actions	
								Review Status	Current Review Period End Date	Detail	Score	Score Text	Detail	Closed
1153	Risk Title: Health Inequalities Risk Owner: Rachael Decaux Directorate Lead: Steve Goldensmith 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 BOB will continue to experience inequalities and suboptimal outcomes and experience. Resulting in: poor outcomes and failure to support broader social and economic development	High (3.3=9)	Medium	Medium	Directorate: Medical Responsible Governance Group: Population Health and Patient Experience Committee	Improve outcomes, Tackle inequality	Open	17 Dec 2023	The putting in place of agreed priorities to tackle health inequalities through Place and clinical programmes	0.5	Adequate	Place development of plans for use of HI funding	
1158	Risk Title: Quality and Safety Risk Owner: Rachael Corser Directorate Lead: Rachael Corser Created: 17 Nov 2022	As a result of the ICB does not have the correct quality assurance mechanisms in place There is the risk of: it may fail to maintain or improve the quality and safety of patient services Resulting in: poor patient care and experience and potential harm	Very High	Medium	Medium	Directorate: Nursing Responsible Governance Group: Population Health and Patient Experience Committee	Improve outcomes, Tackle inequality	Open	07 Sep 2023	a) Additional interim support in place b) Restructure proposal of team to support strengthening oversight underway c) Aligning of quality processes across Place d) System wide quality workshop undertaken e) New quality group in place to support oversight of internal quality processes	0.5	Adequate	a) Redesign of monthly quality Dashboard - April 2023 - 1st draft completed b) Development of quarterly thematic reports - May 2023 - now in place c) Restructure consultation outcome implementation commences - March 2023 - restructure completed d) Quality Assurance framework developed - First draft March 2023 - approved July 23 e) Quality Strategy developed - May 2023	02 Aug 2023

Corporate Risk Register - (CRR - Red Rated Risks)

Generated Date		10 Nov 2023 09:36																
Risk Criteria																		
Project																Risk Registers		
Risk Area																BOB Corporate Risk Register		
Very High																		
Reference	Risk Title and Ownership	Risk Description	Inherent Score	Residual Score	Target Score	Directorate / Governance Group / Assurances	BOB ICB Core Objectives	Location	ICS Risk	Risk Review		Controls			Actions Detail	Flagged for 'Deep Dive'	Updates Update Date	
										Review Status	Current Review Period End Date	Detail	Score	Score Text				
1053	Risk Title: Financial Sustainability (in year) Risk Owner: Matthew Metcalfe Directorate Lead: Jenny Simpson Created: 15 Sep 2022	As a result of: Demand is higher than plan and/or non-delivery of planned savings There is the risk of: (1) non-delivery of financial duties and resulting intervention regimes(2) long term sustainability(3) inability therefore to tackle inequalities Resulting in: which may result in not meeting statutory targets / obligations resulting in non compliance and the inability to provide a financially sustainable and affordable healthcare system in BOB	Very High	Very High	High	Directorate: Finance Responsible Governance Group: System Productivity	Enhance productivity	BOB Wide	Yes	Missed	15 Mar 2023	Work being carried out with ICS partners on wider system recovery in year and subsequent years	0.25	Adequate	IECG to oversee collation of ICS efficiency portfolio IECG to facilitate identification and development of ICS efficiency opportunities and to maintain a pipeline tracker IECG to report bi monthly to SPC on development and delivery status Regular reporting to SPC of ICB and system financial position and risks Ensure all budget holders are clearly identified, receive regular reports and take action to address variances and risks In relation to 1865: MM Team to extend and accelerate savings plans and using NHSE guidance. In relation to 1865: CHC action plan to be accelerated to deliver savings in year and develop reporting methodology to monitor savings achieved In relation to 2142: ensure all required controls in place and functioning effectively	No	31 Aug 2023	
										Open	30 Sep 2023		0.5	Adequate			30 Aug 2023	
														0.67			Adequate	31 Jul 2023
														0.5			Adequate	
														0.5			Adequate	
														0.5			Adequate	
														0.5			Adequate	
1055	Risk Title: Financial Sustainability (Long Term) Risk Owner: Matthew Metcalfe Directorate Lead: Jenny Simpson Created: 15 Sep 2022	As a result of: Insufficient funding to meet all demands in the medium to long term and lack of achievable savings plans for the system for the next 5 years There is the risk of: Some/all organisations in the BOB ICS not achieving their financial targets and therefore the system not achieving its target. Resulting in: Intervention and special measures from NHS E	Very High	Very High	High	Directorate: Finance Responsible Governance Group: System Productivity	Enhance productivity	BOB Wide	Yes	Missed	15 Mar 2023	The ICBs financial plans for 2023/24 to be worked through and agreed with NHS England (Dec 2022) The ICB is being closely monitored by NHS England System CFO group considering longer term financial sustainability and actions required ICS Efficiencies Collaborative Group (IECG) established and work commenced - funding agreed by SPC March 2023 and SRO appointed May 2023	1	Substantial	A return to a form of pre-pandemic framework has been announced for 2022-23 and this could potentially create a significant financial gap for the ICB in the coming period(s). The details of this potential gap are currently being worked through with ICS partners. The BOB CCGs will work closely together to develop a recovery plan for the ICB and with other ICS Partners on wider system recovery 2023-24 financial plan submitted and agreed with NHS E System CFO group to agree approach to longer term financial sustainability and for pipeline of Savings plans via IECG group IEGG to oversee collection of ICS efficiency portfolio for next 5 years	No	31 Aug 2023	
										Open	30 Sep 2023		0	Limited			30 Aug 2023	
													1	Substantial			12 Jun 2023	