

## Cambridgeshire and Peterborough Integrated Care System

<b>Agenda item:</b>	03.3										
<b>Title:</b>	<b>Board Assurance Framework (BAF) Risk Movement Report: July 2021</b>										
<b>Lead:</b>	Kit Connick, Director of Strategy & Planning										
<b>Author:</b>	Kit Connick, Director of Strategy & Planning										
<b>Report purpose</b> <i>(Please mark one in bold)</i>											
APPROVAL	DECISION	<b>ASSURE</b>	INFORM								
<b>Committees/groups where this has been presented to before</b> <i>(including date)</i>											
None											
<b>Purpose of the paper</b>											
<p>The purpose of this report is to provide an update to the System Partnership Board on key strategic risks that may affect the delivery of the Integrated Care System (ICS).</p> <p>The Board Assurance Document (BAF) is a live tool that assists the Board to undertake its strategic risk management duties by providing a simple yet comprehensive means by which to effectively manage the principal risks to meeting the strategic objectives.</p> <p>The BAF is the key source of evidence that links strategic objectives to risks and assurances, and a tool for the Board to discharge its overall responsibility for control.</p>											
<b>Recommendation</b>											
The Board Assurance Framework summary for July is:											
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">No. of Risks on the BAF</th> <th style="width: 25%;">Below Threshold (&lt;15)</th> <th style="width: 25%;">At Threshold (15)</th> <th style="width: 25%;">Above Threshold (&gt;15)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">24</td> <td style="text-align: center;">15</td> <td style="text-align: center;">3</td> <td style="text-align: center;">6</td> </tr> </tbody> </table>				No. of Risks on the BAF	Below Threshold (<15)	At Threshold (15)	Above Threshold (>15)	24	15	3	6
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The Board is asked to:											
<ol style="list-style-type: none"> <li>1. <b>Review</b> the current risks on the BAF and observe what additional strategic risks may need to be considered.</li> <li>2. <b>Consider</b> whether further mitigation need to be considered for the identified risks and whether the current scoring is appropriate</li> <li>3. <b>Discuss</b> whether the current risks accurately reflect i) those set out in the Development plan and ii) discussions at Partnership Board</li> </ol>											

# Board Assurance Framework (BAF) Risk Movement Report

## 1. Purpose of Report:

This report presents the Board with an overview of the key strategic risks currently affecting Cambridgeshire and Peterborough Integrated Care System (ICS).

The Board Assurance Framework (BAF) provides the Board with an overview of all ICS strategic risks that may affect the Board's cycle of business and the delivery of the ICS strategic aims, in line with current known timeframes and requirements.

The Board Assurance Framework (BAF) enables the Board to:

- Identify and understand the principal risks to achieving its strategic objectives.
- Receive assurance that suitable controls are in place to manage the identified risks.
- Have oversight of what actions are in place, where improvements are needed, and that these are being delivered to agreed timescales.
- Provide an assessment of the risk to achieving the strategic objectives, based on the strength of controls and assurance in place.

## 2. Summary of Key Strategic Risks

The BAF has been populated via risk identification from the following workstreams:

- Escalation of risks from ICS working groups/committees that may affect the strategic aims of the ICS.
- Identification and escalation of risks from System Leaders
- Identification of risks from Partnership Board
- Identification and escalation of risks from the ICS Leadership Team
- Risks arising from the Operational Plan and Development Plan

## 3. Risk Movement Report

At each reporting cycle, a summary statement of risk movements and highlights will be provided for the previous review period as follows:

No. of Risks on the BAF	Below Threshold (<15)	At Threshold (15)	Above Threshold (>15)
24	15	3	6

- Two risks have been **added** to the BAF in July 21:
  - **Risk No. 23:** Mechanical Failure of the Main Building Structure (RAAC Panels) at Hinchingbrooke Hospital

- **Risk No.24:** The system T4 General Adolescent unit Mental health unit (GAU) at CPFT has closed temporarily pending significant repair.

- 0 risks have been **removed** from the BAF in July 21
- There is one **increasing** risk:
  - **Risk 19:** The closedown of the CGG and transition of its functions to the ICS could lead to the potential risk of destabilising and loss of key members of its leadership team. In turn this could result in a loss of focus on business as usual and the safe delivery of the CCG's statutory functions
- There are no **decreasing** risks:

#### 4. Extreme Risk Escalation and Assurance

There is one risk in July reporting a mitigated score of 20+:

- **Risk 23:** Mechanical Failure of the Main Building Structure (RAAC Panels) at Hinchingsbrooke Hospital.

This risk is managed locally by North West Anglia NHSFT and there is a comprehensive business continuity plan in place.

There are six risks with an **above threshold score of 16**, which is an increase of two since last month:

- **Risk 12** – Without a detailed workforce analysis across the entire system, there is the potential that workforce plans will not meet the ambition or address the needs of the system.
- **Risk 18** – Failure to deliver the LTP financial trajectory signed off by the system Leaders in Jan 20 due to:
  - Non delivery of the financial savings through transformation.
  - A worsening financial underlying position since the incidence of COVID.
  - A lack of pace to implement the transformation schemes in 21/22.
  - A latent demand impact on budgets when COVID funding ends in September.
- **Risk 19** – The closedown of the CGG and transition of its functions to the ICS could lead to the potential risk of destabilising and loss of key members of its leadership team. In turn this could result in a loss of focus on business as usual and the safe delivery of the CCG's statutory functions.
- **Risk 21** – The totality of work output requirements across ICS transition, Reset and Restoration and the Mass Vaccs programme place significant workload on the system. Output requirements are greater than current workforce capacity.
- **Risk 23** – Mechanical failure of the Main Building Structure (RAAC Panels) at Hinchingsbrooke Hospital.
- **Risk 24** – The system T4 General Adolescent unit Mental health unit (GAU) at CPFT has closed temporarily pending significant repair. This removes 12 regional GAU beds in addition to wider regional beds being closed to admissions due to CQC restrictions. There is a risk of the number of vulnerable young people with mental health problems will not be able to access appropriate inpatient services.

At appendix 1, a summary of the BAF is provided that enables the Board to track the monthly movement in risk.

## 5. Exceptions

Further work is ongoing to refine the BAF content and gain assurance from the ICS workstreams regarding any risks that need escalating to System Leaders or Partnership Board. In August we will also seek to introduce a system Operational Risk Register (ORR) so that operational and strategic risks can be identified and managed accordingly.

## 6. Risks and Concerns

There are eight risks that have not received an update this month. These are indicated on the BAF summary. We will continue to monitor this for future reporting.

## 7. Recommendations

The Board is asked to:

- **Review** the current risks on the BAF and observe what additional strategic risks may need to be considered.
- **Consider** whether further mitigation need to be considered for the identified risks and whether the current scoring is appropriate
- **Discuss** whether the current risks accurately reflect i) those set out in the Development plan and ii) discussions at Partnership Board