

Cambridgeshire and Peterborough Integrated Care System

Agenda item:	3.3		
Title:	Board Assurance Framework (BAF) Risk Movement Report: May		
Lead:	Kit Connick, Director of Strategy & Planning		
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Report purpose <i>(Please mark one in bold)</i>			
APPROVAL	DECISION	ASSURE	INFORM
Committees/groups where this has been presented to before <i>(including date)</i>			
System Leaders (BAF only) – via email 07.05.21			
Purpose of the paper			
<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>			
Recommendation			
The Board Assurance Framework summary for May is:			
No. of Risks on the BAF	Below Threshold (<15)	At Threshold (15)	Above Threshold (>15)
18	13	3	2
The Board is asked to:			
<ol style="list-style-type: none"> 1. Review the current risks on the BAF and observe what additional strategic risks may need to be considered. 2. Consider whether further mitigation need to be considered for the identified risks and whether the current scoring is appropriate 3. Discuss whether the current risks accurately reflect i) those set out in the Development plan and ii) discussions at Partnership Board 			

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)
18	13	3	2

- 15 Risks have been **added** to the BAF in May 21
- 0 risks have been **removed** from the BAF in May 21
- There are no increasing or decreasing risks as this is the first month of full reporting for the BAF

4. Extreme Risk Escalation and Assurance

There are no risks in May reporting a mitigated score of 20+. An enhanced response for risks with a mitigated risk score of 20+ (extreme) is provided to inform the Board of the rationale for the risk score and give assurance on mitigating actions.

However, there are two risks with an above threshold score of **16**:

- Failure to deliver the LTP financial trajectory signed off by System Leaders in Jan '20 due to non-delivery of the financial savings through transformation, a worsening financial underlying position, the incidence of covid, and a lack of pace to implement the transformation schemes in 21/22.
- 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.

5. Exceptions

The BAF has largely been populated from the ICS Development Plan to date. Further work is needed to refine its content and gain assurance from the ICS workstreams regarding any risks that need escalating to System Leaders or Partnership Board.

The ICS Strategic Goal column is not yet populated as the ICS Strategic Aims are still in draft format and are not yet ratified by System Leaders or Partnership Board. Once this work is completed, the BAF will be updated accordingly.

6. Risks and Concerns

There are no further risks or concerns to highlight, other than those identified within the report.

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