

Item: 9

REPORT CLASSIFICATION	✓	CATEGORY OF PAPER	✓
Official	✓	Proposes specific action	
Official: Sensitive Commercial		Provides assurance	✓
Official: Sensitive Personal		For information only	

BOARD	
28 JANUARY 2025	
Report Title:	Board Assurance Framework and Risk Management Report – Quarter 3, 2024/25
Purpose of report	
<p>The purpose of this report is to provide the Board with a refreshed Board Assurance Framework for quarter 3, 2024/25 and an updated corporate risk register for review and consideration.</p>	
Key points	
<p>The Board has overall responsibility for ensuring systems and controls are in place and sufficient to mitigate any significant risks which may threaten the achievement of the ICB's strategic aims and objectives. The Board achieves this primarily through the work of its committees, use of audit, independent inspections and by systematic collection and scrutiny of performance data.</p> <p>The Board Assurance Framework (BAF) is used to provide assurance on the management of key risks to the delivery of the ICB's strategic aims and objectives as well as the wider strategic goals of the Integrated Care Partnership. It is intended to provide a visible strategic risk summary, supported by the full detail of the corporate risk register.</p> <p>The Board also receives the corporate risk register on a quarterly basis which includes risks identified by the ICB and via committee risk registers as being 'high or very high' and risks identified at a place-based level scored 12 and above.</p> <p>The following appendices are attached to the report:</p> <ul style="list-style-type: none"> • Appendix 1 - refreshed BAF for quarter 3, 2024/25 • Appendix 2 – corporate risk register, an overview of all ICB risks with a residual risk score of 12 and above. <p>The BAF is reviewed regularly by the Executive, Audit, Quality and Safety and Finance, Performance and Investment Committees before submission to the Board. The corporate risk register is also reviewed regularly by the Audit and Executive Committees and, depending on the nature of the risk, by the Quality and Safety and Finance, Performance and Investment Committees.</p>	
Risks and issues	

Risks are mapped to the goals identified in the North East and North Cumbria Integrated Care Partnership strategy 'Better health and wellbeing for all' and from these goals the principal risks to the strategy have been identified as:

1. **The ICB fails to commission services in a way that tackles the wider causes of ill health, and life expectancy of people within the North East and North Cumbria is not improving.**
The gap between how long people live in the North East and North Cumbria compared to the rest of England is not on track to reduce by 10% by 2030. Overall risk rated as 12 A (high).
2. **Our health and care services are not delivered in a way in which improves the outcomes of communities who currently have much poorer health outcomes.**
The gap between the inequality in life expectancy and healthy life expectancy at birth between people living in the most deprived and least deprived 20% of communities is not on track to narrow by 10% by 2030. Overall risk rated as 16 A (high).
3. **The quality of commissioned health and care services varies across the ICB area and in some places falls below our high expectations for our public and patients.**
The ICB does not maintain its good or outstanding rating from the Care Quality Commission (CQC) and the percentage of regulated services across social care, primary care and secondary care that are rated as good or outstanding by the CQC is declining. Overall risk rated as 20 R (extreme).
4. **We fail to deliver health and care services which give children the best start in life.**
The percentage of children with good school readiness when they join the reception class (including children from disadvantaged groups) is declining. Overall risk rated as 16 A (high).

Assurances

The report is in line with the [ICB Risk Management Strategy](#).

Recommendation/action required

The Board is asked to:

- Satisfy itself that the BAF accurately reflects the principal risks to achieving our objectives as well as their current mitigations;
- Approve the BAF for quarter 3, 2024/25;
- Receive and review the corporate risk register for assurance.

Acronyms and abbreviations explained

BAF – Board Assurance Framework
 CRR – Corporate Risk Register
 AC – Audit Committee
 POD - Pharmaceutical, general Ophthalmic and Dental services
 NHSE – NHS England
 FOI - Freedom of Information
 MOU - Memorandum of Understanding
 VCSE - Voluntary, Community & Social Enterprise
 SI – Serious Incident
 LeDeR - Learning from lives and deaths – people with a learning disability and autistic people

Sponsor/approving executive director	C Riley, Chief Corporate Services Officer
Date approved by executive director	13 December 2024
Reviewed by	D Cornell, Director of Corporate Governance and Board Secretary
Report author	N Hawkins, Strategic Head of Corporate Governance

Link to ICP strategy priorities (please tick all that apply)						
Longer and Healthier Lives						✓
Fairer Outcomes for All						✓
Better Health and Care Services						✓
Giving Children and Young People the Best Start in Life						✓
Relevant legal/statutory issues						
Note any relevant Acts, regulations, national guidelines etc						
Any potential/actual conflicts of interest associated with the paper? (please tick)	Yes		No		N/A	✓
If yes, please specify						
Equality analysis completed (please tick)	Yes		No		N/A	✓
If there is an expected impact on patient outcomes and/or experience, has a quality impact assessment been undertaken? (please tick)	Yes		No	✓	N/A	
Key considerations						
Financial implications and considerations	None identified					
Digital implications	None identified					
Clinical involvement	None identified					
Health inequalities	None identified					
Patient and public involvement	None identified					
Partner and/or other stakeholder engagement	None identified					
Other resources	None identified					

Board Assurance Framework 2024/25 (Quarter 3 2024/25) and Risk Management Report

1. Introduction

The Board has overall responsibility for ensuring systems and controls are in place, sufficient to mitigate any significant risks which may threaten the achievement of the ICB's strategic aims and objectives. Evidence may be gained from a wide range of sources, but it should be systematic, supported by evidence, independently verified and incorporated within a robust governance process. The Board achieves this primarily through the work of its committees, through use of audit, independent inspections and by systematic collection and scrutiny of performance data.

2. Developing the Board Assurance Framework for 2024/25

The ICB manages risk across five levels with the principal risks to achieving the ICB's objectives forming the Board Assurance Framework (BAF):

1. Place
2. Area
3. Directorate
4. Executive directors (corporate risks)
5. Board Assurance Framework

Risks are considered at their corresponding committees to provide the Board with assurance that risks are reviewed individually by risk owners and also collectively by an oversight committee.

Further to the publication of the North East and North Cumbria Integrated Care Partnership strategy, the ICB's risks have been assessed to determine their impact on achieving the vision and goals of the strategy and these have been incorporated into the BAF for 2024/25.

Each goal has been reviewed to determine an overarching or principal risk to its achievement and then each corporate risk has been aligned to one of the four risks to determine the overall risk score.

All risks have also been aligned to the top five risks identified by the Executive Committee:

- Finance
- Quality
- Workforce
- System recovery
- Political

The updated BAF reflects these top risks against each ICS goal.

The updated BAF for Q3 2024/25 is available at Appendix 1. The BAF is monitored through the Executive, Audit, Quality and Safety and Finance, Performance and Investment Committees before submission to the Board.

All ICB risks are assessed against the Integrated Care System's goals with the highest risk score used to determine the overall risk to the achievement of each goal.

In summary, the risks to each goal are:

ICS Goal	Previous overall score	Current overall score
Longer and healthier lives	12	12
Fairer outcomes for all	16	16
Better health and care services	20	20
Giving children and young people the best start in life	16	16

3. Risk movement

- **NENC/0031** - There is a risk that the ICS is not able to manage capital spend within the confirmed capital funding allocation. Risk score reduced to 9 as mitigations have been identified to manage potential pressure on capital budgets. As the risk is now scored below 12, the risk no longer meets the criteria for inclusion on the corporate risk register and will be managed locally.
- **NENC/0032** - Management of ICB running costs position. Risk score reduced to 8 as running cost position is being managed in 24/25. Recurrent risk remains on overall staffing budgets but running costs expected to remain within allocation. As the risk is now scored below 12, the risk no longer meets the criteria for inclusion on the corporate risk register and will be managed locally.
- **NENC/0082** - Medicines team capacity. Recruitment to outstanding vacancies underway. Risk has reduced in score from 12 (high) to 9 (medium) following review. As the risk is now scored below 12, the risk no longer meets the criteria for inclusion on the corporate risk register and will be managed locally.

4. New corporate risks

- **NENC/0086** - Failure to prioritise equality, diversity and inclusion. There is a risk that the ICB fails to put in place the necessary resources to understand and address the main areas of concern and priority actions in relation to equality, diversity and inclusion within health and care system in the North East and North Cumbria - resulting in a region where access to health and care services is limited; communities do not feel welcome and able to contribute; and differences are not understood, celebrated or valued. The risk is scored 12 (high).
- **NENC/0087** - Risk of losing dental underspend for 2025-2026. Risk to 2025-26 dental budgets due to contract hand backs and underspend on dental recovery plans. The risk is scored 12 (high).
- **NENC/0090** - Weight loss injections and Right to Choose providers. NENC GPs are able to refer to Right to Choose providers for weight management services, including prescribing of weight loss drugs. Long waiting lists for local NHS Tier 3 specialist weight management services increases the likelihood of GPs doing so. As a result there is the risk of significant financial pressures resulting from the charges back to the ICB for consultations and drug costs. Risk is scored 15 (high).

- **NENC/0091** - Pharmacy Collective Action. There is a risk the ICB will be unable to deliver on its statutory duties due to planned pharmacy collective action. The risk is scored 12 (high).
- **NENC/0047** - High rates of suspected suicides. The rates of suicide in the North East and North Cumbria are the highest in the country at 13.4 per 100,000 people. Suicide is the leading cause of death in our region for men aged 15 - 49 and women aged 20-34. The risk was temporarily closed whilst the owner reviewed the description and controls and has been reopened on the corporate register for this reporting period. The risk is scored 12 (high).

5. Closed risks

- **NENC/0079** - Patient safety concerns - complex care case management in Tees Valley. Risk closed following the conclusion of the incident management group investigations and resulting actions. Paper presented to Quality and Safety Committee in November and risk closed.

6. Recommendations

The Board is asked to:

- Satisfy itself that the BAF accurately reflects the principal risks to achieving our objectives as well as their current mitigations;
- Approve the BAF for quarter 3, 2024/25;
- Receive and review the corporate risk register for assurance.

Name of Sponsoring Director: Claire Riley, Chief Corporate Services Officer

Reviewed by: Deb Cornell, Director of Corporate Governance, and Board Secretary

Name of Author: Neil Hawkins, Strategic Head of Corporate Governance

Date: 13 December 2024