

North West London Clinical Commissioning Groups

Outline Board Assurance Framework 2018/19

The nine areas of focus and the key risk to delivering each one

INTRODUCTION

1. The executive have considered the strategic objectives and the areas of focus that will help us deliver these. The outputs of that were considered at the Shadow Joint Committee in April where support was given.
2. Subsequently, the executive considered the key risks to achieving these and the outputs of that are presented here.

GOVERNING BODY DISCUSSION

3. The executive observed that the respective risk owners need to consider the entries in more detail and work up the entries into the BAF template ready for the next round of Governing Body discussions.
4. It was also agreed that the Governing Bodies should hold a discussion on the content in order to ensure that the CCG's perspective is captured, either in the main document or on their local risk registers.
5. It is not presented here for approval, more to note the latest position and the next steps.

RECOMMENDATION

6. The Governing Body is asked to:
 - Note that we have agreed our strategic objectives which have been broken down further into nine areas of focus. These have been used to identify the key risks to delivery.
 - Note the risks described in this paper, that these have been discussed at executive level and represent the latest agreed position of the key risks pending further consideration by the risk owners.
 - Note that there will be an opportunity for the Governing Body to consider the document at a seminar to consider the priorities and risks from a CCG perspective and ensure that these are reflected appropriately. We are moving towards a shared Board Assurance Framework (BAF) for all North West London CCGs, supported by CCG-specific risk registers.
 - Note that BAF entries will be reviewed by governance teams collectively in the Risk Management Working Group (being established) which includes representation from CCGs and shared teams.

2018-05-01

North West London Clinical Commissioning Groups

Outline Board Assurance Framework 2018/19

The nine areas of focus and the key risk to delivering each one

ANNEX 1: areas of focus, risks and next steps

Area of focus 1: Development of general practice at scale to be in a strong position to be at the centre of integrated care systems.

Outcome:

Risk 1: Not addressing capacity and capability issues in primary care will mean we are less able to deliver quality primary care services at scale in order to meet patients' needs.

Risk Owner: Sue Jeffers

Initial risk score: (Likelihood x Consequence = Risk score)

Controls & Assurances:

Responsible committee: Primary Care Commissioning Committee(s)

Risk appetite:

Next steps:

The risk owner has been asked to:

- describe the outcomes for the focus area
- ensure the risk is worded correctly
- describe the current controls and related assurances
- propose a risk score and appetite
- ensure that the entry is considered at the stipulated committee
- record the reflections of the committee in the BAF entry

North West London Clinical Commissioning Groups

Outline Board Assurance Framework 2018/19

The nine areas of focus and the key risk to delivering each one

Area of focus 2: Development of a North West London (NWL) urgent and emergency care strategy and delivery of the associated plan.

Outcome:

Risk 2: If we do not have coherent plans for managing demand for urgent and emergency care we will not achieve the operating plan targets set by NHS England.

Risk Owner: Lizzy Bovill

Initial risk score:

Controls & Assurances:

Responsible committee: Quality & Performance Committee

Risk appetite:

Next steps:

The risk owner has been asked to:

- describe the outcomes for the focus area
- ensure the risk is worded correctly
- describe the current controls and related assurances
- propose a risk score and appetite
- ensure that the entry is considered at the stipulated committee
- record the reflections of the committee in the BAF entry

North West London Clinical Commissioning Groups

Outline Board Assurance Framework 2018/19

The nine areas of focus and the key risk to delivering each one

Area of focus 3: Development and delivery of a North West London outpatient transformation programme.

Outcome:

Risk 3: The risk lies in not making demonstrable changes to outpatient services. The consequences are being worked through (from a patient, resourcing, and transformation perspective) in order to describe the high-level risk in a crisp manner.

Risk Owner: Merav Dover and Louise Proctor

Initial risk score:

Controls & Assurances:

Responsible committee: Joint Committee

Risk appetite:

Next steps:

The risk owner has been asked to:

- describe the outcomes for the focus area
- ensure the risk is worded correctly including the consequences across the system
- describe the current controls and related assurances
- propose a risk score and appetite
- ensure that the entry is considered at the stipulated committee
- record the reflections of the committee in the BAF entry

North West London Clinical Commissioning Groups

Outline Board Assurance Framework 2018/19

The nine areas of focus and the key risk to delivering each one

Area of focus 4: To improve outcomes for children and adults with Serious and Long Term Mental Health needs.

Outcome:

Risk 4: The risk is that we do not have comprehensive commissioning plans across NWL that will deliver the aspiration set out in the Five Year Forward View thus not meeting the needs of patients.

Risk Owner: Mark Easton

Initial risk score:

Controls & Assurances:

Responsible committee: Joint Committee

Risk appetite:

Next steps:

The risk owner has been asked to:

- describe the outcomes for the focus area
- ensure the risk is worded correctly
- describe the current controls and related assurances
- propose a risk score and appetite
- ensure that the entry is considered at the stipulated committee
- record the reflections of the committee in the BAF entry

North West London Clinical Commissioning Groups

Outline Board Assurance Framework 2018/19

The nine areas of focus and the key risk to delivering each one

Area of focus 5: Delivery of financial sustainability.

Outcome: All CCGs in North West London to deliver their financial control totals in 2018/19 and set themselves on a sustainable financial footing.

Risk 5: If we do not deliver our QIPP targets and manage our budgets well, we will not be able to achieve our financial control totals.

Risk Owner: Neil Ferrelly

Initial risk score:

Controls & Assurances:

Responsible committee: Joint Committee (and CCG specific Finance and Performance Committee)

Risk appetite:

Next steps:

The risk owner has been asked to:

- describe the outcomes for the focus area
- ensure the risk is worded correctly
- describe the current controls and related assurances
- propose a risk score and appetite
- ensure that the entry is considered at the stipulated committee
- record the reflections of the committee in the BAF entry

North West London Clinical Commissioning Groups

Outline Board Assurance Framework 2018/19

The nine areas of focus and the key risk to delivering each one

Area of focus 6: To develop a workforce that will deliver the new models of integrated care

Outcome:

Risk 6: In order to identify the key risk we need to be absolutely clear how the CCG will work with providers to achieve this. Further discussions are taking place in order to specify the objective more clearly and consider and describe the risks.

Risk Owner: Mark Easton

Initial risk score:

Controls & Assurances:

Responsible committee: Joint Committee

Risk appetite:

Next steps:

The risk owner has been asked to:

- describe the outcomes for the focus area
- ensure the risk is worded correctly
- describe the current controls and related assurances
- propose a risk score and appetite
- ensure that the entry is considered at the stipulated committee
- record the reflections of the committee in the BAF entry

North West London Clinical Commissioning Groups

Outline Board Assurance Framework 2018/19

The nine areas of focus and the key risk to delivering each one

Area of focus 7: Collaboration Development Programme

Outcome: To design and implement improved ways of working across the CCGs that help us respond to patients' needs in the way we commission services and to deliver a 10% reduction in corporate spend.

Risk 7: Risk that we do not change at sufficient pace meaning that we are less able to develop improved systems.

Risk Owner: David Freeman

Initial risk score:

Controls & Assurances:

Responsible committee: Programme Board

Risk appetite:

Next steps:

The risk owner has been asked to:

- describe the outcomes for the focus area
- ensure the risk is worded correctly
- describe the current controls and related assurances
- propose a risk score and appetite
- ensure that the entry is considered at the stipulated committee
- record the reflections of the committee in the BAF entry

North West London Clinical Commissioning Groups

Outline Board Assurance Framework 2018/19

The nine areas of focus and the key risk to delivering each one

Area of focus 8: Working with partners across the system (including social care) to develop integrated care systems.

Outcome:

Risk 8: If we do not develop systems with stakeholders then we will be less able to deliver integrated care systems.

Risk Owner: David Freeman

Initial risk score:

Controls & Assurances:

Responsible committee: Joint Committee

Risk appetite:

Next steps:

The risk owner has been asked to:

- describe the outcomes for the focus area
- ensure the risk is worded correctly
- describe the current controls and related assurances
- propose a risk score and appetite
- ensure that the entry is considered at the stipulated committee
- record the reflections of the committee in the BAF entry

North West London Clinical Commissioning Groups

Outline Board Assurance Framework 2018/19

The nine areas of focus and the key risk to delivering each one

Area of focus 9: Digital: enhancing the use of technology to improve care delivery.

Outcome:

Risk 9: If we do not take advantage of digital innovation to transform integrated care and associated pathways, we will continue to operate non-standardised, inefficient and paper based pathways

Risk Owner: Bill Sturman

Initial risk score:

Controls & Assurances:

Responsible committee: BI Collaboration Board

Risk appetite:

Next steps:

The risk owner has been asked to:

- describe the outcomes for the focus area
- ensure the risk is worded correctly
- describe the current controls and related assurances
- propose a risk score and appetite
- ensure that the entry is considered at the stipulated committee
- record the reflections of the committee in the BAF entry