NHS
North Lincolnshire
Clinical Commissioning Group

Date:	13th April2017
Meeting:	Governing Body
Item Number:	9.1
Public/Private:	Public ☒ Private ☐

Author: *(Name, Title)*	John Pougher Head of Governance
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Director approval *(Name)*	Catherine Wylie Head of Nursing & Quality

Report Title:
Governing Body Assurance Framework and Corporate Risk Register
Decisions to be made:
To note and comment

Continue to improve the quality of services	☐	**Improve patient experience**	☐
Reduced unwarranted variations in services	☐	**Reduce the inequalities gap in North Lincolnshire**	☐
Deliver the best outcomes for every patient	☐	**Statutory/Regulatory**	☒

Executive Summary (Question, Options, Recommendations):
To inform the Governing Body of the risks to the delivery of North Lincolnshire CCG (NL CCG) strategic objectives and risks. The Assurance Framework provides a structure and process that enables the organisation to focus on those risks that might compromise achieving its most important (principal) objectives; and to map out both the key controls that should be in place to manage those objectives and confirm that there is sufficient assurance about the effectiveness of these controls. In line with NL Risk Management Strategy all other identified risks are held on the Directorate Risk Registers. Work is on-going to ensure that risks, including partnership risks, continue to be captured and managed at the appropriate level. This month's paper contains a presentation of the risks in both column format and table format. The format will be developed in light of feedback, requirements of the CCG and best practice guidance. In addition the scoring matrix and severity guide taken from the CCGs Risk Management Strategy have been attached to help inform the review of the identified risks. The Corporate Register and Directorate Risk Registers are currently being refreshed and actions are being taken to ensure that risks are captured and escalated as appropriate.

Equality Impact	Yes ☒ No ☐	
Sustainability	Yes ☒ No ☐	
Risk	Yes ☒ No ☐	Supports the CCG's Corporate Governance Requirements
Legal	Yes ☐ No ☒	
Finance	Yes ☐ No ☒	

Patient, Public, Clinical and Stakeholder Engagement to date									
	N/A	***Y***	***N***	***Date***		***N/A***	***Y***	***N***	***Date***
Patient:	☐	☐	☒		**Clinical:**	☐	☐	☒	
Public:	☐	☐	☒		**Other:**	☐	☐	☐	

Print Risk Register

Update this page - columns G, H, I and J are automatically populated

NHS
North Lincolnshire

Governing Body Assurance Framework

Risk ID	Link to Strategic Objective	Risk Description	Key Controls	Source of Risk	Current Risk Score: Impact	Likelihood	Risk Score	Status	Previous Risk Score	Movement	Assurance on Controls	Positive / External Assurance	Gaps in Control	Gaps in Assurance	Last Review Date	Lead
AO1	A, B, C, D, E	Breakdown in productive relationship with key partners would compromise the delivery of all CCG objectives	CCG structures and committees reviewed to ensure their effective utilisation. Council of Members operating in a new form Working with Chair of Health and Wellbeing Board and support team to agree productive partnerships Interim shared governance arrangements and integrated working with N Lincs LA established Structure and processes and partnership working with Healthy Lives Healthy Futures (HLHF) including independent chair established Through HLHF the CCG has a community finance approach and Memorandum of Understanding Established agreed set of principles to support partnership working Established AO to Chief Exec/equivalent regular 1:1s with key providers and LA STP MOU and Joint Commissioning Committee established	Stress due to financial challenges across the system Pace of change and competing priorities	4	2	8	M	9	down	Community finance plan. HLHF MoU and ToR Either NLCCG AO or NLC Chief Exec can represent each other in AT SCALE work. Agreement to pilot integrated governance and explore next stage integrated commissioning	None	Changes in NLaG leadership team	None	2.04.17	AO
F1	A	If the CCG fails to deliver a balanced budget there will be no resources to support investment and the CCG could lose ability to self-direct from NHS England (direct intervention)	Financial controls, regular meetings with budget holders. QIPP monitoring, Contract monitoring. Finance & Performance Group. Financial Control Environmental Assessment.	Finance and performance data	5	4	20	H	20	Same	CCG Engine Room, Execs and Governing Body monitor. Monitoring information is also added to BIZ. Audit Group monitors adequacy of controls. Standard Checklist for Budget Holder meetings. CCG assurance process includes finance (assured with support). MOU and various risk shares helps to minimise financial risk in 16/17.	The BCF metrics and finances are also reported to joint meetings with the Council & to NHS England, at least quarterly. The BCF contract is under review and scrutiny with delivery and financial implications. External Audit Value for Money Reports. Deloitte assurance report will be available to CCG and their auditors. NHSE QIPP review process, Regional QIPP monitoring reports to CCG. Underlying position reported to NHS England and included in Board Report. Independent review on CHC spend.	Resulting from the move to a more formal PBR contract with NLaG (as opposed to the MoU based contract in 2015/16). More scrutiny required on contract position and adherence to terms	QIPP plan is being reviewed and formalised. From period 3 16/17 the CCG will be reporting an underlying deficit to NHS England – with risk of non-compliance with financial rules. Forecast changed at M9 to reflect (£6.3m) deficit – (£3m) resulting from BCF arbitration process. Further risk highlighted in QIPP programme report (£1.5m)	27.01.17	CFO
PC1	A, B, C, D, E	Lack of accurate data on out of hospital mortality may result in areas of high risk not being identified or addressed	Community mortality action plan.	Ability of NLaG to share in-depth mortality data with community	4	3	12	M	12	Same	CCG Quality Group – overview of performance data. CQC and NHSE	None	Roll out of end of life gold standard framework to be fully implemented	Lack of clear data	01.02.17	D of PC
PC2	A, B, C, D, E	Inability to recruit sufficient GPs and nurses could lead to difficulty maintaining current level of service and quality outcomes for patients	The CCG is participating in the Health Education England (Yorkshire & Humber) Scheme to recruit more GPs and practice nurses	Primary Care data	5	4	20	H	20	Same	Each of the following provides a partial assurance/overview of the current position faced by NLCCG:- CQC NHS England Healthwatch NLCCG Joint Commissioning Group	CQC, NHS England, Healthwatch	None	None	01.02.17	D of PC

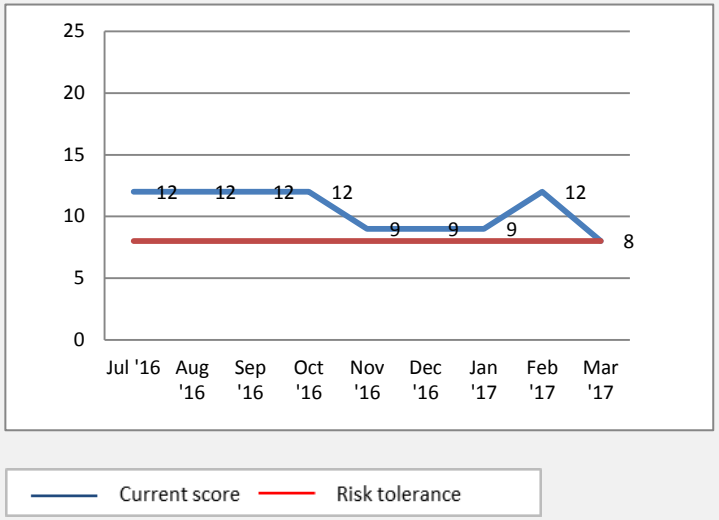
Risk ID	Link to Strategic Objective	Risk Description	Key Controls	Source of Risk	Impact	Likelihood	Risk Score	Status	Previous Risk Score	Movement	Assurance on Controls	Positive / External Assurance	Gaps in Control	Gaps in Assurance	Last Review Date	Lead
PC3	A,B,C	The Medicines Management programme will not deliver planned QIPP savings for 2016/17	QIPP recovery plan Actions from Internal Audit review agreed and being monitored	Ability of NECS to manage performance and willingness of GPs to engage with strategy	5	4	20	H	20	Same	Reports on QIPP delivery plan. Monthly Budget Meetings	None	To complete recruitment process to Medicines Management Team	None	01.02.17	D of PC
PC4	A,B,C,D, E	If ACP is not effectively established there will be a failure to make quality improvements, maximise financial benefits and move services into the community ultimately leading to a failure in our 'place' response to HLHF.	Appointment of a dedicated Models of Care Delivery Team Close working between CCG and Strategic Commissioning Group ACP Executive Board	Willingness of independent providers and GPs to engage	5	3	15	H	15	Same	Progress report to CCG Executive and Strategic Commissioning Group	None	The GP federation does not have full engagement from all practices Lack of clarity around desired contracting structure and current gaps and assets The ACP is currently a loose structure with no legal entity	None	01.2.17	D of PC
Q4	A,B,C,D,	Risk to CCG regarding delayed delivery of retrospective claims	Collaborative arrangements with Doncaster CCG. MOU in place with governance arrangements and agreed trajectory. Achievement of trajectory monitored NHSE returns completed monthly	CHC performance data from Doncaster CCG.	3	2	6	L	9	Down	Monthly monitoring of performance data shows progress towards trajectory. Progress is on target for agreed achievement	NHS Performance Data	Performance targets yet to be achieved.	None	01.2.17	DN&Q
Q5	A,B,C,D	Failure to complete Decision Support Tools (DST) within national timescales could result in reputational damage to the CCG and people not being in respect of relevant/appropriate funding for their care	Restructure of workload within CHC team. Appointment of CHC team manager Formal regular monitoring of backlog Procurement Officer appointed Additional training for team members provided Team resources increased	CHC performance data	3	5	15	H		New	Monthly management review of position Identified reduction in backlog Data fed to NHS England who provide national benchmarking data	NHS National Benchmarking Data	None	None	01.02.17	DN&Q
Q6	A,B,C,D	Failure to adhere to national guidelines (re prompt assessments for DSTs) will result in additional unnecessary care for individuals and unnecessary expenditure for the CCG	Monitoring progress and spend activity with benchmarking information from NHS England Restructure of workload within CHC team. Appointment of CHC team manager Formal regular monitoring of backlog Procurement Officer appointed Additional training for team members provided Team resources increased	CHC performance data	4	5	20	H		New	Monthly management review of position Identified reduction in backlog Data fed to NHS England who provide national benchmarking data From January 17 NHS E is asking for performance data against 28 day assessments	Data fed to NHS England who provide national benchmarking data From January 17 NHS E is asking for performance data against 28 day assessments	None	None	01.02.17	DN&Q
A. Continue to improve the quality of services																
B. Reduce unwarranted variations in services																
C. Deliver the best outcomes for every patient																
D. Improve patient experience																
E. Reduce the inequalities gap in North Lincolnshire																

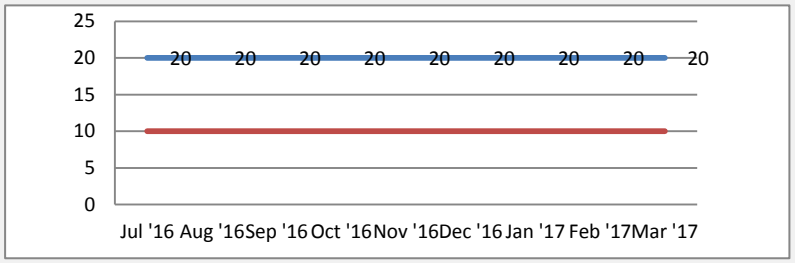
Almost certain	5	10	15	20	25
Likely	4	8	12	16	20
Possible	3	6	9	12	15
Unlikely	2	4	6	8	10
Rare	1	2	3	4	5
Probability / Severity	Negligible	Minor	Moderate	Serious	Catastrophic

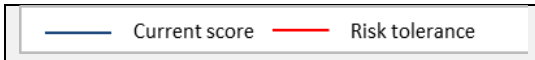
Risk AO1: Breakdown in productive relationship with key partners would compromise the delivery of all CCG objectives			**Lead Director/risk owner: Accountable Officer**
Strategic Objective – links to all strategic objectives			**Date of last review** 02.04.17
Controls (what mitigating actions are being taken): CCG structures and committees reviewed to ensure their effective utilisation Council of Members operating in a new form Working with Chair of Health and Wellbeing Board and support team to agree productive partnerships Interim shared governance arrangements and integrated working with N Lincs LA established Structure and processes and partnership working with Health Lives Healthy Futures (HLHF) including independent chair established Through HLHF the CCG has a community finance approach and Memorandum of Understanding Established agreed set of principles to support partnership working Established AO to Chief Exec/equivalent regular 1:1s with key providers and LA STP MOU and Joint Commissioning Committee established		**Actions** Work with Health Wellbeing Board to agree provider partnership strategy for the year Update: Review of HWB now commenced further to NLC restructure Develop more integrated problem solving approach Develop next stage integrated governance and reporting (with GGI) – Stage 1 complete – now into pilot phase Develop integrated commissioning approach – workshop April 17 Build relationships with new NLaG interim C/Ex when appointed – new approach outline agreed, detailed work in April. Relationships being built with interim CEO	**Owner** AO AO DNQ AO AO	**Due date** Sept 2016 Update: June 17 Sept 2016 complete Feb 17 April 17 complete
Gaps in Controls – Changes in NLaG leadership team			
Assurances (how do we know if the things we are doing are having an impact?): Community finance plan. HLHF MoU and ToR Either NLCCG AO or NLC Chief Exec can represent each other in AT SCALE work Agreement to pilot integrated governance and explore next stage integrated commissioning		**Gaps in assurances** (what additional assurances should we seek?):		
Reasons for current risk score: Impact score 4 as without these productive relationships the CCG will be unable to achieve financial stability. Likelihood score 2 due to increasing stability following recent changes	**Rational for risk tolerance score:** Score 8 (likelihood 2 impact 4) A score of 2 for impact identifies a position where partners are in an on-going productive relationship with few challenges to this situation	**Additional comments** Whilst a significant amount of work has been undertaken over the past few months has resulted in an improvement. The secondment of the current Chief Executive of NLaG has resulted in an element of uncertainty which continues whilst relationships		

		form with the new CEO and other changes in the leadership team

Risk Rating
Impact 4
Likelihood 2
Current Score:
4 x 3 = 12
Risk tolerance:
4x 2 = 8
Source of Risk:
Stress due to financial challenges across the system
Pace of change and competing priorities



Risk F1 If the CCG fails to deliver an agreed budget there will be no resources to support investment and the CCG could lose ability to self-direct from NHS England (direct intervention)		**Lead Director/risk owner: CFO**	
Strategic Objective A		**Date of last review**: 27.03.17	
Controls (what mitigating actions are being taken): Financial controls, regular meetings with budget holders. QIPP monitoring, Contract monitoring. Finance & Performance Group. Financial Control Environmental Assessment. NHSE and external audit scrutiny and reviews	**Actions** New operational group in place including, Transformation Group, Planning and Oversight, Contract Management Group, Finance and Performance Committee Exec chaired sub-teams include: Demand Management, Prescribing, Urgent Care, Technical Contract/Finance, Primary Care Delivery (A&E Delivery Board and Primary Care Outpatients Group) Recovery Plan to NHSE, NHSE Review of Forecast, NHSE involved in some review meetings, Internal audit review in second half of year, Engine Room engagement. PWC review and report mid February 2017. Deloitte review	**Owner** CFO CFO CFO	**Due date** On-going to April 2018 Actioned March 2017 On-going
Gaps in Controls Resulting from the move to a more formal Risk Share contract with NLaG (as opposed to the PBR based contract in 2015/16). Continued scrutiny required on contract position and adherence to terms			
Assurances (how do we know if the things we are doing are having an impact?): CCG Engine Room, Execs and Governing Body monitor. Monitoring information is also added to BIZ. Audit Group monitors adequacy of controls. Standard Checklist for Budget Holder meetings. The BCF metrics and finances are also reported to joint meetings with the Council & to NHS England, at least quarterly. The BCF contract is under review and scrutiny with delivery and financial implications. External Audit Value for Money Reports eg PWC, Deloitte will be available to CCG and their auditors. NHSE QIPP review process, Regional QIPP monitoring reports to CCG. Independent review on CHC spend. Underlying position reported to NHS England and included in Board Report. CCG assurance process includes finance (assured with support). MOU and various risk shares helps to minimise financial risk in 17/18.		**Gaps in assurances** (what additional assurances should we seek?): QIPP plan is being reviewed and formalised. From period 3 16/17 the CCG will be reporting an underlying deficit to NHS England – with risk of non-compliance with financial rules. Forecast changed at M9 to reflect (£6.3m) deficit – (£3m) resulting from BCF arbitration process. Further risk highlighted in QIPP programme report (£1.5m) M11 likely to meet current forecast at M12.	
Risk Rating likelihood 4 impact 5 based on self-direction/control **Current Score:** Likelihood 4 x Impact 5 = 20 **Risk tolerance:** Likelihood 5 x Impact 2 = 10 **Source of Risk:** Finance and performance data		**Reasons for current risk score:** Impact – risk to corporate autonomy Likelihood – underlying financial position deficit at P9 equals (£6.2m variance). Forecast (£8.5m variance) adverse full year **Rational for risk tolerance score:** A likelihood score of 2 would demonstrate that the underlying financial position is strong and financial performance targets are being met as a priority.	



Additional comments
Corrective actions have already been identified. The position has been notified to NHS England office and formalised in this month's return.

<table>
<tr><td colspan="2">Risk PC1: Lack of accurate data on out of hospital mortality may result in areas of high risk not being identified or addressed</td><td colspan="2">Lead Director/risk owner: Director of Primary Care</td></tr>
<tr><td colspan="2">Strategic Objective - All objectives</td><td colspan="2">Date of last review: 24.3.17</td></tr>
<tr><td>Controls (what mitigating actions are being taken):

Community mortality action plan.</td><td>Actions

Working with NHS Public Health England to incorporate data into performance dashboards
Roll out of Gold Standard Framework project</td><td>Owner

D of PC

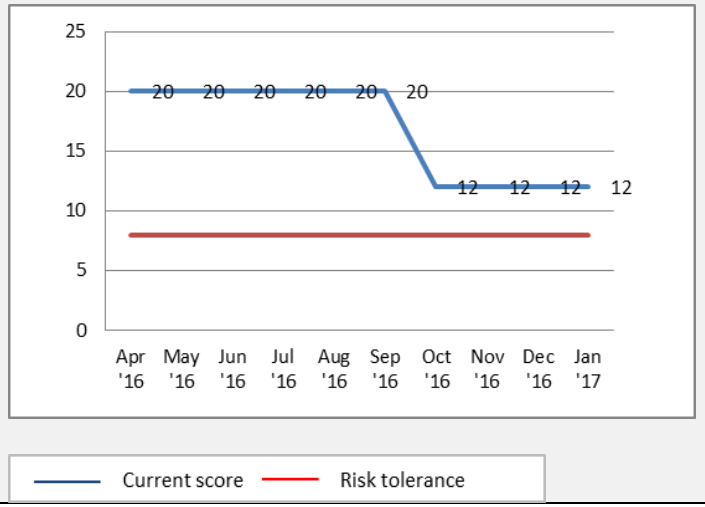
D of PC</td><td>Due date

April 2017

March 2017 – achieved roll out commenced</td></tr>
<tr><td colspan="4">Gaps in Controls - Roll out of end of life gold standard framework to be fully implemented.</td></tr>
<tr><td colspan="2">Assurances (how do we know if the things we are doing are having an impact?):
CCG Quality Group – overview of performance data</td><td colspan="2">Gaps in assurances (what additional assurances should we seek?):

Lack of clear data</td></tr>
<tr><td colspan="2">Risk Rating likelihood 3 impact 4

Current Score:
Likelihood 3 x impact 4 = 12
Risk tolerance:
Likelihood 4 x impact 2 = 8
Source of Risk:
Ability of NLaG to share in-depth mortality data with community

 
</td><td colspan="2">Reasons for current risk score:
Impact (4) for risk of not learning from or incorporating actions to develop care networks.
Likelihood (3) reflects need to understand what the information is telling us

Rational for risk tolerance score:
Likelihood Score of 2 demonstrates information has been accessed and understood with subsequent relevant actions in place

Additional comments Once we can understand and interpret the data with relevant actions in place for individual practices it is anticipated that the risk score will be reduced and removed from the assurance framework</td></tr>
</table>

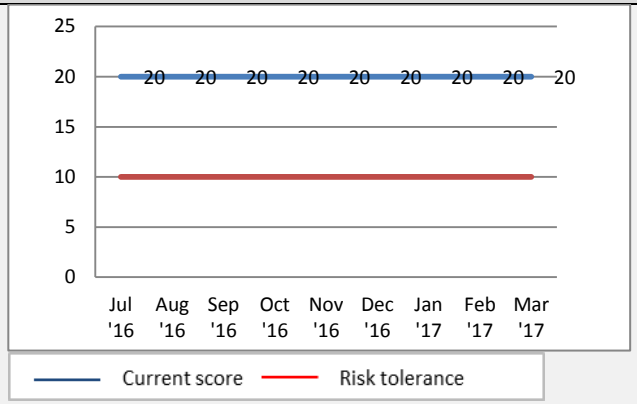
<table>
<tr><td colspan="3">Risk PC2: Inability to recruit sufficient GPs and nurses could lead to difficulty maintaining current level of service and quality outcomes for patients</td><td colspan="2">Lead Director/risk owner:
Director of Primary Care</td></tr>
<tr><td colspan="3">Strategic Objective: Linked to all strategic objectives.</td><td colspan="2">Date of last review: 24.3.17</td></tr>
<tr><td>Controls (what mitigating actions are being taken):
The CCG is participating in the Health Education England (Yorkshire & Humber) Scheme to recruit more GPs and practice nurses</td><td>Actions
Hub and Spoke Model to be included in Primary Care Development Plan – to identify ways of working with practices to increase recruitment and promote sustainability
Working with local NHS England to develop the viability of services to existing practice lists (currently 2 practices).
CCG working with NHS E to recruit from abroad</td><td>Owner
D of PC

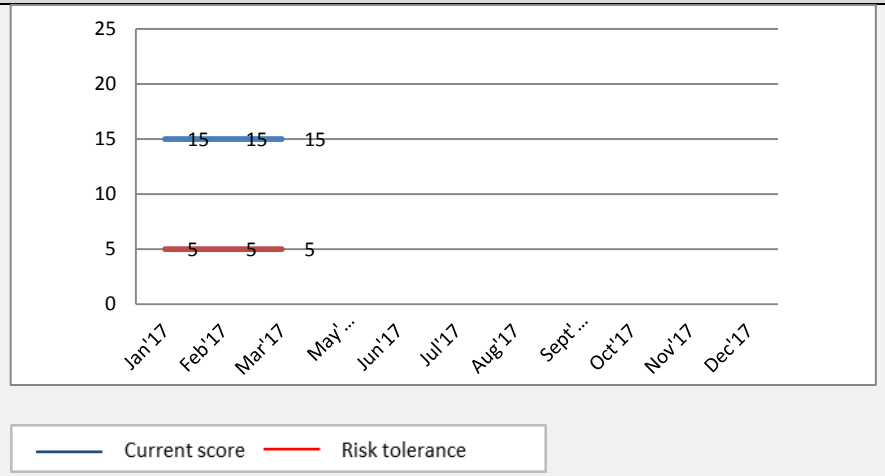
D of PC

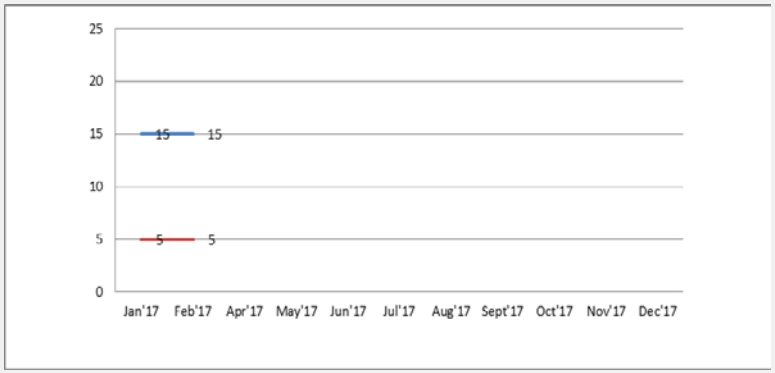
D of PC</td><td>Due date
Completed

Completed

Autumn 2017- recruitment to all posts made except one Band 7</td></tr>
<tr><td colspan="5">Gaps in Controls - None</td></tr>
<tr><td colspan="3">Assurances (how do we know if the things we are doing are having an impact?):
Each of the following provides a partial assurance/overview of the current position faced by NLCCG:- CQC, NHS England, Healthwatch, NLCCG Joint Commissioning Group</td><td colspan="2">Gaps in assurances (what additional assurances should we seek?):</td></tr>
<tr><td colspan="2">Risk Rating likelihood 4 impact 5

Current Score:
likelihood 4 x impact 5 = 20
Risk tolerance:
likelihood 5 x impact 2 = 10
Source of Risk:
Primary care data</td><td colspan="3"> 
</td></tr>
<tr><td colspan="3"></td><td colspan="2">Reasons for current risk score:
Impact – Reduction of services to patients
Likelihood – High retirement rate amongst GPs and nurses and low recruitment to local area</td></tr>
<tr><td colspan="3"></td><td colspan="2">Rational for risk tolerance score:
Likelihood score of 2 would indicate that recruitment situation is positive for nurses and doctors combined possibly with a low turnover rate</td></tr>
<tr><td colspan="3"></td><td colspan="2">Additional comments
Actions to reduce this risk continue to be extremely challenging due to the national context as well as the local position.</td></tr>
</table>

Risk PC3: That Medicines Management programme will not deliver planned QIPP savings for 2016/17		**Lead Director/risk owner: Director of Primary Care (DPC)**	
Strategic Objective: A, B, C		**Date of last review**: **24.3.17**	
Controls (what mitigating actions are being taken):	Actions	Owner	Due date
QIPP recovery plan	Rolling programme of implementation for Medicines Optimisation Strategy	DPC	April 2017
	To monitor progress via monthly meetings	DPC	On-going
Actions from Internal Audit review agreed and being monitored	Appointment of new clinical lead	DPC	**Completed**
	Improve efficiency of APC	DPC	April 2017
Gaps in Controls To complete recruitment process to Medicines Management Team			
Assurances (how do we know if the things we are doing are having an impact?): Reports on QIPP delivery plan. Monthly Budget Meetings		**Gaps in assurances** (what additional assurances should we seek?): None	
Risk Rating likelihood 4 impact 5 **Current Score:** likelihood 4 x impact 5 = 20 **Risk tolerance:** Likelihood 5 x Impact 1 = 5 **Source of Risk:** Ability of NECS to manage performance and willingness of GPs to engage with strategy		**Reasons for current risk score:** Significant overspend at this point with lack of traction and performance management from NECS. Overspend has reduced by significant amount however challenges remain for 16/17 **Rational for risk tolerance score:** It is acknowledged that there will always be some challenge to delivering savings however a likelihood of 1 would denote a position where planned savings were consistently within trajectory **Additional comments** NECS are recruiting two posts and there is a reduction in forecast outturn for 16/17. Awaiting Deloittes report	

Risk PC 4: If ACP is not effectively established there will be a failure to make quality improvements, maximise financial benefits and move services into the community ultimately leading to a failure in our 'place' response to HLHF.			**Lead Director/risk owner: Director Primary Care (DPC)**
Strategic Objective: All			**Date of last review**: **24.03.17**
Controls (what mitigating actions are being taken): Appointment of a dedicated Models of care Delivery Team Close working between CCG and Strategic Commissioning Group ACP Executive Board	Actions For all ACP members to be in place Engagement work with practices and LMC Review of options to determine legal entity MoU/contract legal agreement for APC to be signed	Owner DPC DPC DPC DPC	Due date **Completed** On-going **Completed** End of March 2017
Gaps in Controls The GP federation does not have full engagement from all practices. Lack of clarity around desired contracting structure and current gaps and assets. The ACP is currently a loose structure with no legal entity.			
Assurances (how do we know if the things we are doing are having an impact?): Progress report to CCG Executive and Strategic Commissioning Group			**Gaps in assurances** (what additional assurances should we seek?): None
Risk Rating likelihood 3 x impact 5 **Current Score:** likelihood 3 x impact 5 = 15 **Risk tolerance:** likelihood 5 x impact 1 = 5 **Source of Risk:** Willingness of independent providers and GPs to engage			**Reasons for current risk score:** Failure to achieve would result in significant impact on CCG performance. Score of 3 reflects significant amount of work which has been undertaken whilst acknowledging progress is still required **Rational for risk tolerance score:** A score of 1 would denote that the ACP has been effectively established and is meeting its key objectives. **Additional comments** Proposed date of 1st October for APC formation and functioning beyond which the CCG will revert to alternative plan.

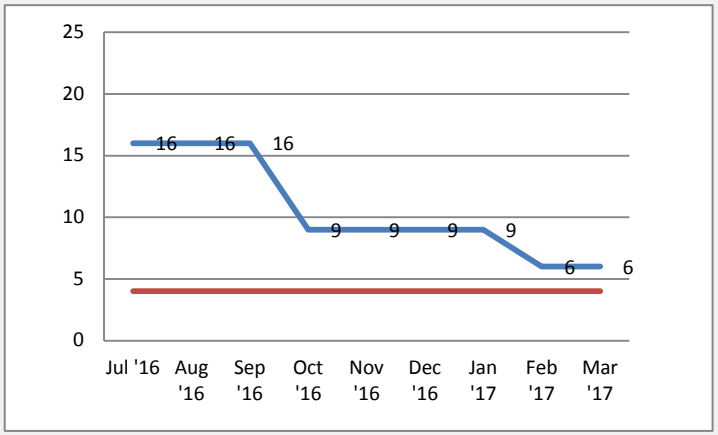
Risk Q4: Risk to CCG regarding delayed delivery of retrospective claims.		**Lead Director/risk owner: DN&Q**	
Strategic Objective: Linked to A,B,C,D		**Date of last review**: 29/03/17	
Controls (what mitigating actions are being taken): Collaborative arrangements with Doncaster CCG. MOU in place with governance arrangements and agreed trajectory. Achievement of trajectory monitored NHSE returns completed monthly	**Actions** 1 Monitor the performance of collaborative PUPOC service 2. Review of data accuracy with Doncaster CCG 3 Anticipate further cohort of PUPOC in 2017	**Owner** Hof N Hof N Hof N	**Due date** On-going October 2016 – completed Anticipated early 2017
Gaps in Controls **Performance targets yet to be achieved.**			
Assurances (how do we know if the things we are doing are having an impact?): Monthly monitoring of performance data shows progress towards trajectory. Progress is on target for agreed achievement.		**Gaps in assurances** (what additional assurances should we seek?):	

Risk Rating likelihood 2 impact 3

Current Score: likelihood 2 impact 3 = 6

Risk tolerance: likelihood 1 impact 4= 4

Source of Risk:
CHC performance data from Doncaster CCG.



Reasons for current risk score:
Impact: Significant financial, in addition to quality and service delivery risks
Likelihood: Significant challenge remains to meet agreed trajectory

Rational for risk tolerance score: A likelihood of 1 would denote a position where the backlog is down to 0 and anticipated to remain so.

Additional comments
Position improving resulting in lower likelihood score
All retrospective cases completed. Awaiting information from NHSE re date for further PuPoC cases.

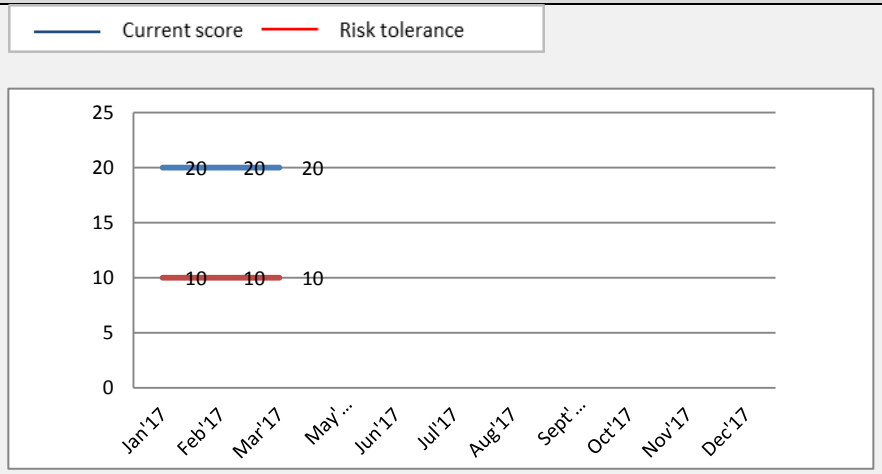
Risk Q5 Failure to complete Decision Support Tools (DST) within national timescales could result in reputational damage to the CCG and people not being in respect of relevant/appropriate funding for their care			**Lead Director/risk owner: DN&Q**
Strategic Objective A,B,C,D			**Date of last review**: 29.3.17
Controls (what mitigating actions are being taken): Restructure of workload within CHC team. Appointment of CHC team manager Formal regular monitoring of backlog Procurement Officer appointed Additional training for team members provided Team resources increased	Actions Programme in place to achieve 100% of DSTs within 60 days Plan to achieve 10% of DSTs within 28 day framework	Owner Head of Nursing Head of Nursing	Due date End Sept 2017 End July 2017
Gaps in Controls – None			
Assurances (how do we know if the things we are doing are having an impact?): Monthly management review of position Identified reduction in backlog Data fed to NHS England who provide national benchmarking data			**Gaps in assurances** (what additional assurances should we seek?): None

Risk Rating (likelihood 5 x 3 impact)

Current Score: likelihood 5 x impact 3 = 15

Risk tolerance: likelihood 2 x impact 3 = 6

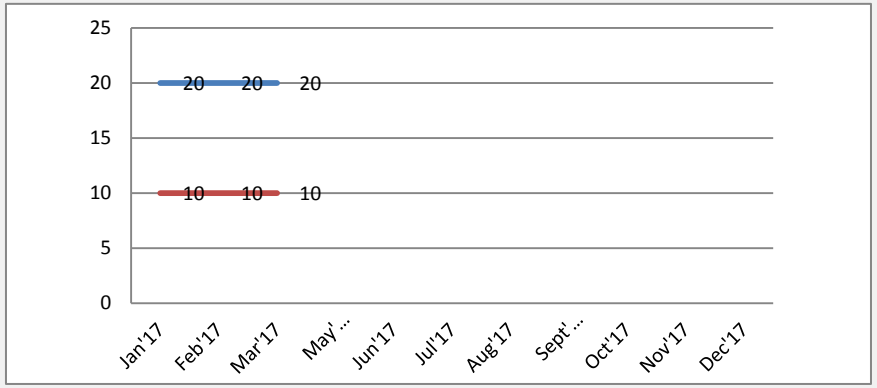
Source of Risk: CHC performance data



Reasons for current risk score:
Whilst the position is showing an improvement significant challenges remain to ensure the CCG operates within national timeframes.

Rational for risk tolerance score:
A likelihood score of 2 would represent a position where the CCG is meeting 28 day timescale on a regular basis for all new recipients

Additional comments:
Continuing to work towards national timeframes and reducing the back log

Risk Q6 Failure to adhere to national guidelines (re prompt assessments for DSTs) will result in additional unnecessary care for individuals and unnecessary expenditure for the CCG			**Lead Director/risk owner: DN&Q**
Strategic Objectives: a,b,c,d			**Date of last review**: 29.3.17
Controls (what mitigating actions are being taken): Monitoring progress and spend activity with benchmarking information from NHS England Restructure of workload within CHC team. Appointment of CHC team manager Formal regular monitoring of backlog Procurement Officer appointed Additional training for team members provided Team resources increased	Actions Programme in place to achieve 100% of DSTs within 60 days Plan to achieve 10% of DSTs within 28 day framework	Owner Head of Nursing Head of Nursing	Due date End Sept 2017 End July 2017
Gaps in Controls None			
Assurances (how do we know if the things we are doing are having an impact?): Monthly management review of position Identified reduction in backlog Data fed to NHS England who provide national benchmarking data From January 17 NHS E is asking for performance data against 28 day assessments			**Gaps in assurances** (what additional assurances should we seek?): None
Risk Rating (likelihood 5 x 4 impact) **Current Score:** likelihood 5 x impact 4 = 20 **Risk tolerance:** likelihood 2 x impact 5 = 10 **Source of Risk:** CHC performance data			**Reasons for current risk score:** 5 for likelihood reflects that national targets are not being met Impact of score 4 reflects negative position on CCG budgets **Rational for risk tolerance score:** Score of 2 would represent no significant backlog and new cases dealt with within 28 day timescale **Additional comments** NLCCG spend relative to other CCGs lists us as £56 highest spend per case out of 209.

Risk Scoring Matrix (NPSA)

Probability (Likelihood) x Severity (Consequences) = Risk

All risks need to be rated on 2 scales, probability and severity using the scales below.

Probability

Risks are first judged on the *probability* of events occurring so that the risk is realised.

Enter a number (1-5) indicating the probability of the risk occurring. Please refer to the definition scale below.

		Broad descriptors of frequency	**Time framed descriptors of frequency**
1	Rare	This will probably never happen/recur	Not expected to occur for years
2	Unlikely	Do not expect it to happen/recur but it is possible it may do so	Expected to occur at least annually
3	Possible	Might happen or recur occasionally	Expected to occur at least monthly
4	Likely	Will probably happen/recur but it is not a persisting issue	Expected to occur at least weekly
5	Almost certain	Will undoubtedly happen/recur, possibly frequently	Expected to occur at least daily

Almost certain	5	10	15	20	25
Likely	4	8	12	16	20
Possible	3	6	9	12	15
Unlikely	2	4	6	8	10
Rare	1	2	3	4	5
Probability / **Severity**	**Negligible**	**Minor**	**Moderate**	**Serious**	**Catastrophic**