

## Committees in Common of and Health Wellbeing Board and ICB Sub-Committee

16 January 2024

<b>Title of report</b>	Barking and Dagenham Partnership Risk Register
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<b>Wards affected</b>	All
<b>Key Decision</b>	No
<b>Executive summary</b>	<p>The paper presents the partnership risk register which captures the risks to meeting the partnership strategic objectives. This includes risks that have been identified in respect of partnership priorities for 2023/24 and will be updated as plans are refreshed for 2024/25.</p> <p>Current risks include:</p> <ul style="list-style-type: none"> <li>• the capacity in our management and clinical teams and the impact that this may have on delivery</li> <li>• capacity in children and young peoples' therapy services to meet the increasing demand for children and young people with SEND</li> <li>• the current High Intensity Service across BHR is not adequately supporting Barking and Dagenham residents who meet the criteria for the service</li> <li>• the current model for proactive care does not meet best practice guidance and a there is not a case finding tool in place</li> </ul> <p>The register is under development and will be updated by the partnership delivery groups.</p>
<b>Action / recommendation</b>	To consider, note and propose any changes to the risk register.
<b>Reasons</b>	It is good governance to develop a risk register that enables risks to the achievement of our objectives to be recorded and proactively managed
<b>Previous reporting</b>	Barking and Dagenham Executive Group
<b>Next steps/ onward reporting</b>	For monthly review by the Executive Group

<b>Conflicts of interest</b>	There are no conflicts of interest in relation to this report
<b>Strategic fit</b>	<p>The Place risk register forms part of a risk management framework for the ICB and supports achievement of the ICB's corporate objectives through managing risks to delivery. It relates to all ICS aims:</p> <ul style="list-style-type: none"> <li>• To improve outcomes in population health and healthcare</li> <li>• To tackle inequalities in outcomes, experience and access</li> <li>• To enhance productivity and value for money</li> <li>• To support broader social and economic development</li> </ul>
<b>Impact on local people, health inequalities and sustainability</b>	The paper sets out key risks for the partnership to achieve our aims for the health and wellbeing of our population.
<b>Impact on finance, performance and quality</b>	Related to performance and quality.
<b>Risks</b>	This report relates specifically to risk and ensuring a joined-up approach to the management and oversight of risks in Barking and Dagenham.

## 1.0 Purpose

The purpose of the paper is to present the partnership risk register. This is based on the NHS NEL risk register template and supports the ICB risk management process.

## 2.0 Background

2.1 It is good governance to develop a risk register that enables risks to the achievement of our objectives to be recorded and proactively managed.

2.2 The main purpose of the risk register is:

- to achieve greater visibility of threats that may prevent the B&D Partnership from achieving its objectives
- to create a record of the identification and control of key risks
- to respond more effectively when potential risks occur and to move towards more pro-active, rather than reactive, management
- to further develop the integrated approach to risk management, whether the risk relates to clinical, non-clinical, financial or organisational risk
- to escalate risks where a wider system response is required

2.3 The partnership risk register is not intended to replace organisational risk registers, where operational risks to delivery are managed, and focuses primarily on areas that require a multi-agency response in order to mitigate risks in Barking and Dagenham.

2.4 The partnership is in the process of agreeing its key priorities for 2024/25 with delivery plans, and supporting governance under review. It is expected that the risk register will be updated by the partnership delivery groups with assurance through the Executive Group. Key risks will be reported to the Committees in Common.

### **3.0 Risks on the register**

3.1 The current risks, along with updated scores are as follows, with the detail included in the appendix:

- A lack of programme capacity at place will impact on our ability to deliver on key objectives and accountabilities which will result in potential reputational damage to the ICB and the Place Partnership and disengagement of partners.
- If there is a reduction in clinical and care professional leadership (CCPL) at place, this could lead to poor decision making, services being developed without proper clinical involvement and could ultimately result in poor outcomes for residents.
- The capacity in CYP therapy services is insufficient to meet the increasing demand for CYP with SEND, which is growing faster than GLA predictions. This will result in poor health outcomes for our CYP, increased health inequalities, increased cost of long-term care and inability to retain staff managing high caseloads.
- A review of the High Intensity Service across BHR has identified that the current service is not adequately supporting Barking and Dagenham residents who meet the criteria for the service
- Barking and Dagenham Place does not currently have a consistent proactive care model across all practices as detailed by NHS England Guidance. A case finding tool should be in place to support proactive case finding of residents requiring coordinated care, there is currently no tool in place in Barking and Dagenham

### **4.0 Process for escalation**

4.1 Risks that are rated 15 or above should be considered for escalation to the Committees in Common and Chief Officer portfolio register, if there isn't an adequate plan to mitigate risks at place level.

### **5.0 Attachments**

- Appendix 1 - Partnership risk register December 2023