Appendix 2 - Derby and Derbyshire ICB Risk Register - as at June 2025

									Integrated C	ire board
Plak Description.	Impact izi & Probability Type - Corporate or Clinical Responsible Committee	Risk rg Mitigations (What is in place to prevent the risk from occurring?)	<u>Actions required to treat risk</u> (avoid, reduce, transfer or accept) and/or identify assurance(s)	Progress Update	Previous Residual/ Current Risk Probability Probability	Target Risk Reting Retino	Framework Target Date	Link to Board Assurance	Review Due Date	Lead Action Owner
The Acute products may not meet the is used, the respondent of Thy of anomaly the page, the standard of the the standard of the Emergency Department with a House the Emergency Department with a House the Emergency Department with a House the Standard of the Standard of the Standard statutory duties, sking into account the statutory duties, sking into account the mitigations in place where long water rep	g 문 방 : 권	 A specified set of the specified set o	Employee 1 For Sub Strateging I for Sub Strateging	CRF the toget of the standardsex and Toget Standard Res K, FVTD 76.2%). CRF the Toget of the standardsex and Toget Standards and the Deby series mean high, will an average of 241 Type 1 and 209 streamed attendances per day. CRF the Toget of the standardsex and Toget Standards and Toget Standards Primary CRF Standard Standardsex per day, CRF the Toget of 199 co-located UTC. All Button there was an interrage of 157 Type 1 standardsex and Toget Standards and Deby series mean high, will an average of 241 Type 1 and 209 streamed attendances per day. UHID: The violance of attendances remains high, will be they series means they will be added to the standards. Will be day being an average of 11 Resultability per day of the day of the standards and they for the standards. The Standard of the Integration Deby Standard Standards and Type 1 Standards and they standard the standards are standards. The Standard of the standard the standard the standard to rest at target of 95%. The likelihood of arcm stens being men, theads, datifield, or discharged from the score of 20. While improvements have been sens to the 4-locar performance target at block acute trusts. He sequence in the score of 20. While improvements have been sens to the 4-locar performance target at block acute trusts. He sequence in the score of 20. While improvements have been sens to the 4-locar performance target at block acute trusts. He regret on performance target at block acute trusts are set of the score of 20. While improvements block Target Despite stress introvements, and discharge performance trusting being trusts are set of the score of 20. While improvements and the target of the score of 20. While improvements and the target of the score of 20. While improvements and the score of 20. While i	5 4 20 5 4 20	0 3 3 9	on i one, one one one on roma On going	eg eg eg so eg so so so so so so	Michelle Arrowani Chief Stata and Dethe Daputy Ch Executive	egy Dan Merrison ery Senior Performance & nd Assurance Manager nief
There is a risk to patients on Provider waiting lists due to the continuing delays 25/26 tradment resulting in increased clinical harm.	4 Clinical System Quality Group	Risk stratification of waiting lists as per national guidance "Work is underway to attempt to control the ground of the waiting lists – via MSK pathways, consultant connect, cphthalmology, reviews of the waiting lists with primary care etc. "Poulders are providing clinical reviews and risk stratification for long waiters and prioritiang treatment accordingly.	An assurance group is in place to monitor actions being undertaken to support these patients which reports to PCOB and SOP Provides are capturing and reporting any chinical harm identified as a neutil of which will be exponent to PCOB An assurance streamed. The set existence and an completed by providers to encults of which will be reported to PCOB A minimum dandard in relation to these patients is being considered by PCOB Aminimum dandard in relation to these patients is being considered by PCOB Aminimum dandard in relation to the waiting lists is origining	May June 2025 Walling loss cashs Photoler opanisations continue to noties walling loss and priorities as per SOP. Harm reviews process remains in place according to the individual pathway with regular reviews CSI Duality lawse motionie to nonitor this risk via updates to CORG for assurance and it remains a rolling agenda liem with updates for oversight. Review Sales Sophischer 2025	4 4 16 4 4 16	6 3 2 6	SR6 SR7 SR8 Mar-25	S R1 SR 2 Jun-25 SR3 SR4	Prof Dear Jul-25 Howells Ch Nursing Off	hief Assistant Director of
There is a risk that failure to meet the N Ne Zero targets will pol further present the Ne'S sabily a meet the health and gave reacts of or patients is two argu- ters in spacing or business contantly meets impacting or business contantly interacting upon all quality which is in um damaging to the health of our opolation	e Corporate	System Net Zen SHO in Hales Netlance, each housing Tast has a Net Zen SHO in pleas. System Net Zene SHO in Hales Netlance, seach housing 2012, 2023 kells has a Net Zene SHO in pleas. In the Netlance Shows in Status of Shows in Shows and Shows and Shows and Shows and Shows and Regular interface in Netlance Shows and and and and system NRS Green Plans. Regular interface in NRSE Regular basis and other system NRS Green Plans. Regular interface in NRSE Regular basis and other system NRS Green Plans. Regular interface in NRSE Regular basis and other system NRS for shows and Shows and Shows and Decketter still practice in the KIS to support and monitor delivery of the system Green Plans and provide support to Prevader Trusts. Breader partnershop formed veh Local Autorities and EACL.	Strong system ledership to support delivery - Helen Dillstone, Nel Zaro Executive Lasd for Debsystee ICS. Robud governance and everyight in place. NMSE Mellands Greener Board established and in place Debs Mellands. General Debugs Discover and Strong Board established and in place Debsystee ICS General Debugs Discover and Strong Board established and in place Debystee ICS General Debsystee IS and a strong debugs of the Alexandrog Strong Board and Strong Board and Strong Board and Strong Strong Strong Strong Strong Strong Board and Strong St	Ann 2005 The JUCD Durtyches Green Plan has a set of dort actions which hous on the system vorting topiler, co-ordinated by the CR, to progress some of shared challenges, and segond the colorad shift regards to answer that saturability becomes embedded and BUL, and that all organizations (including the CR) are progress and decision-making processes and decision-making processes and action and plan 2005. The JUCD magnetizes. Work to that at a dependence on the decision of the docting of the CR. In progress some of shared reduction-making processes and decision-making processes and actions and action and plan 2005. The docting of	4 3 12 4 3 12	2 3 2 6	An i and any any any any any any	ер - - - - - - - - - - - - - - - - - - -	Jul-25 Helen Dillist Chief of St	
15 2508 and capted by the sufficient resources the functions to be deepade by the SE		The current function in the process of delegation in Specialised Commissioning. Commissioning megonitality for 3 Auxia Specialised Services were delegated to ICBs in April 2022. The transfer of support and to net host ICB also not base place units/2025. Responsibly for 3 Auxia Specialised Services in the Design April 2022. The transfer of support to selve and first Model and Specialized Services that the East Midlands Join Committee. A delegation agreement is in place for phase 1 while updated for phase 2. Su workstreams have been endedlined to work through the recessary school to selve and first Model and Specialized Services and the Design April 2022. The test of the Delegation for Vaccitations, Immunisations and Screening and over the next few months will be working through potential impacts on the CB and the Delegative system. Streening and over the next few months will be working through out potential impacts on the CB and the Delegative system. Streening and over the next few months will be existent will be existent in through a potential impacts on the CB and the Delegative system. The Rest and the Delegation is planned from transfer and the Delegation to Vacchations, Immunisations and Screening and over the model will be existent will be existent. The Delegation is planned from tat April 2025. The CB Delegated Services Programme Bard and the Delegation to Vacchations, Immunisations and Screening and current the model will be existent will be existent will be existent will be existent to those the transfer.	Pre-delagation assurance framework process completed and in place. Delegation instruments for place 1 - in place. Delegation framework for place 2 expected. ICB Programme Board to work through next steps. Collaboration and Delegation Agreements for Specialised Commissioning delegation to be submitted to Based and single of in March. Delegation instruments of add <u>Contention</u> . Collaboration <u>Instruments of add Contention</u> . Collaboration <u>Instruments of a Collaboration</u> . Collaboration <u>Instruments of add Contention</u> . Collaboration <u>Instruments of a Collaboration</u> . Collaboration <u>Instruments of a Collaboration</u> . Collaboration <u>Instruments of Collabora</u>	meetings regarding delegation with NHSE have taken place to date. Delivery Boards for both Immunisation and Screening are in place and continue to meet monthy. In the background, we have been working closely with our acute providers in UHDB and CRH to understand the screening programmes further, introductory meetings with management and staff regarding the services they provide.	3 4 12 3 4 12	2 2 2 4	Mar-26	go Jun-25	Jul-25 Helen Dilist Chief of St	Chrissy Tucker - Director of Corporate Governance and Assurance
Due to the pace of change, building an sustaining communication and 25762 gagement momentum and pace will stateholders during a significant chang programme may be compromised.	en g	The system has an agreed Communications & Engagement Strategy which continues to be implemented. This local-de actions supporting broadering our communications much across stateholders, understanding current and future desired relationships and ensuring we are neaching deeper into the CB and components parts to understand priorities and opportunities for involvement. The Public Private Systemship Committee into weakshibed and bit staffing for a role instance of other community and stakeholder engigement. The Public Public Public Systemship Committee into weakshibed and bit staffing for a role instance of other community and stakeholder engigement. The Public Public Public Systemship Committee into access the energing system strategic approach, including the development of place allarose, seeing to understand her destorabilis and deliver an improved narrative of progress. JFP engagement approach remains in development.	Continued finis with Place Allances to understand and communicate priorities Continued links with Place Allances to understand and communicate priorities	April: Awalling guidance on Model CET and cost reductions which will inform revised communications and engagement stategies. Developing communications approach to support 25/26 sperational plan, connected across NHS system partners, for issue in My 2023 after local authority electrics are complete. May Model CED Mupper revent-4 aligned communications planning with potential dualer ICBs. Risk of reduction of communications and engagement capacity through period of change, and 5 reduction of team/spacity regarder 4 again of organisational approach. User involvement encouragingly at heart of Model CE. 35/26 operational plan communications mains in progress, including CE3-specific work hadron planning mice provide the statubility electronic against the authority electron communications approach theat mice administration Neglibrational statubility and the comprehensive communications and statubility electronic approach to support Head Te3. 25/26 operation plan communications approach theat is nongress. Constatution of communications and Engagement team, along with proposed claster CEBs. Proot of emerging Engagement Strategy releas in scores of Model CE Blauprint. Initiation of communications and engagement discussions to support Neighbourhood Health and Community Transformation programme, requiring system partners to support resourcing.	4 3 12 4 3 12	2 3 2 6	an i anz ana any any any any any	6 - 6 - 6 - 6 - 7 - 6 - 6 - 7	Jul-25 Helen Dillist Chief of St	
Falure to definer a timely response to 2502 patients due to excessive handowr dby bar antibulance response, resulting in potential levels of ham.	or a 2 5 5	UCC mitigations. Use analysis of the state of the state scores the acids pathway, including pathwas and no to topola, awaiting an ambulance response as ease of the state acids pathway, including pathwas and no topola, awaiting an ambulance response as ease of the state acids pathway. Including pathwas acids acid of the numbers of pathwas introduces response as response at the weble bed meetings to functional acids a	UECC actions to treat risk 15. Strategic Landon and System Conclination 14. Anothic plan System Conclination 15. Anothic plan System 15. Anothic pla	April: The score was reduced in March 2025 and remains all that reduced score. This is based on reporting that shows a notable improvement in the DDCS handover position since go-live, along with positive movement in the DDCS handover position since go-live, along with positive movement in the DDCS handover position since go-live, along with positive movement in the DDCS handover position since go-live, along with positive movement in the DDCS handover position since go-live, along with positive movement in the DDCS handover position since go-live, along with positive movement in the DDCS handover position since go-live, along with positive movement in the DDCS handover position since go-live, along with positive movement in the DDCS handover position since go-live, along with positive movement in the DDCS handover position since go-live, along with positive movement in the DDCS handover position since go-live, along with positive movement in the do-do since of 16.	4 4 16 4 4 19	6 2 5 10	on Long and one on one on one one one one one one o	e - 69 - 70 - 70 - 70 - 70 - 70 - 70 - 70 - 70	Jul-25 Dr Chris We Chief Medi Officer	ical Emergency Care
The risk of delayed or hadequite patient delayage is heighted by takens including unability of community and horn can associate, and delays in providing necessa and equipment. Four coordination amon health provides, suballity and takens policies, and reflective communication a policies, and reflective communications and health explans straighted to delay the policies, and reflective communications and the system straighted to defacility manage and support patient trainitions from heginal to forme of non-term leading to potential harm and unmet pati- neosit.	a sary System ng System Clinics 5 2 and Cuality Group and System 5 5 2	Pathways Operations Group established to monitor pathway numbers and poolde a forum to esculate concerns with system patrivers. An esculation framework developed and non-in use Jam 25 outling process for partners to step up calls to support with system esculations. Writer System Constraints Late commenced Md December 24 to practicely support esculations, see effect that the system esculation are all provider actions are undertaken. Status provider and income and the provider and providers are undertaken. Status provider of the Dechange Improvement System Syste	Developed a discharge excitation framework to maintain flow to induce harm associated with delays - Completed Nov 2004 importing the involvement of people who are being discharged in shaping discharge excitences and pathway developments. Create a range data and intelligences approach to help can amage transmise and pathway developments. Create a range data and intelligences approach to help can amage transmise and pathway developments. Create a range data and intelligences approach to help can be been extended on a state bases and intelligences approach to help can be been advances for discharge from 14 Delt anticipated 500 jumes/states. Descuperations and pathway and the can be been advances for discharge from 14 Delt anticipated 500 jumes/states. Descuperations and pathway and and moves: Intelligence of antiholis on an expected and moves in the pathway and antibiotic and intelligence of antiholis on an expected and discontain ends. Defending our agreed operating model or home based networks in the pathway and antiholis on an expected and moves: Intelligence of antiholis of a score present of the state and out and area. Completes Descharge Excit Descharge	My 25 - Community transformation programme expected to learch in April May to support a number of the discharge priorities to more forwards. Community Support Bet's opened at Bennetey Fields - the first phase in the transformation plan to increase beds from 77 to 52. Update provided to 300 Assurance on actions against the plan. Update not ratified by dystam Delivery Group as this meeting was stood down in May. Jame 25. Community Transformation programme exclupted to Jame Jacobina and Jacobina against the plan. Update not addited by dystam Delivery Group as this meeting was stood down in May. Jame 25. Community Transformation programme exclupted Jacobina Jacobina against and the plan. Update New K boets Calaineds. 32 beds Standery, 17 beds Thomas Fields, Among September for a total of 49 beds. Care Transfer Hub to commons Phase 2 from Jan 22. Score remains the same and system pressures have remained high despite the time of year	3 4 12 3 4 12	2326	April 2026	eo eo eo eo so Jun-25 eo eo eo eo eo eo eo eo eo eo eo eo eo	Jul-25 Strategic Discharge G	
Lack of digital interoperability across information platforms leads to inadequati communication between providers. There are a lack of effective performance processes. Inadequate data collection an analysis to identify betimetica in digital to inform decision making to manage risk when in system ecatation.	n Quality Grou	Weekly Discharge to Assess (D2A) summary data pack developed and circulated amongst partners. Perform Data Group provide a joint from the excitate data concerns and a into find solutions - Declarage Planning and Improvement Group developed a Logic Neol of contrarys data and new meanted support for this from the Parking Data Group. Declarage Data Contrary data and new meanted support for this from the Parking Data Group. Declarage Data Contrary data and new meanted support for this from the Parking Data Group. Declarage Data Contrary data and the Data Data Contrary data Data Data Data Data Data Data Data	Use data analysis to track and analyse discharge tracks, doordying and addressing brittenicks. Development and implementation of a unimorgateably API and graphen-load data vanishouse and ender source and analyse discharge analyse discharge and analyse discharge analyse discharge and analyse discharge and analyse discharge and analyse discharge analyse discharge and analyse discharge analyse discharge and analyse discharge analyse discharge analyse discharge analyse discharge and analyse discharge and analyse discharge analyse discharge and analyse discharge and analyse discharge analyse discharge and analyse discharge analyse discharge and analyse discharge analyse discharge and analyse discharge and analyse discharge and analyse discharge analyse discharge and analyse discharge analyse discharge and analyse discharge and analyse discharge analyse	May 25- FNI data new nutriedy appland in workly apploting. Review of POD being undertaken to confirm purpose, OFTICA use workshops being had in base April. Failed discharges being monitored and reported to DPIG in May. Updates not raifled by System Dailway Group as the meeting was stood down in May. Jan 25- Review of pathway data prov. being undertaken throughout Jane locating on numericitize with all system pathway. OFTICA use workshops held with tracts working through improvement plans. Score remains the same and system pressures have smalled high dapite the time of year	5 3 15 5 3 15	5 3 2 6	SR8 October 2025	5R1 SR2 SR3 SR4 SR5 SR7	Jul-25 Strategic Discharge G	c Jodi Thomas Discharge Improvement Lead JUCD
Twins in a risk to RTT and cancer performance due to increased demand a resultation capacity. The risk since 2020. The increased by over 90% since 2020. Statistics and the second since and the Terreseth/Lahleid capacity and change Streneth/Lahleid capacity and change more preferable for patient flow.	ze Stem Quality 4 4	The change in refersi over last titlerin a result of a renge of factors - including Staffs practices flocusing on early cancer diagnosis, changes in how service are configured/direct across west indiands and nonseased and of Tamworks. (Lichtick all of which influence patient/OP choice of provides, UHOB in ter 1 de / cancer patientimes a plane term paraged flowing/handball workshift be ded provider and provider. UHOB in ter 1 de / Cancer patientimes a plane term paraged flowing/handball UHOB remain in Tier 2 for elective recovery so long water assurance through fortnightly regional calls in addition to JUCD elective oversight.	Overlagement of UKDB sensor all encoursy action plane (effits support term MHOEE) ST term() 4ar – 0.6.2.3 Overlagement of divert hange functions: Overlagement and term of the sensor all level. Montagement of the sensor all level. Sensor all level. Montagement and term of the sensor all level.	April The System Improvement Pan is expected to be signed off in May-SC. Plans include an antibility to make the electric waiting bit by OK in year. Mays (LMSE similar is Tar 2, all hit pay also processing an appendix of the bing/by region calls and JLCD oversight. Truck mark values that is tal waiting bit is as part of operational plan submissions, supported by programmess managed Processing Truck. Mays Intel Streamson Enough Contracture processes and Improvement aligned to the oversearch the Planned Call. Progress and Immunol. The Contracture processes and Improvement aligned to the oversearch the Planned Call. Progress and Immunol. The contracture processes and Improvement aligned to the oversearch the Planned Call. Progress and Immunol. The contracture processes and Improvement aligned to the oversearch the Planned Call. Planned Immunol. The contracture processes and Improvement aligned to the oversearch the Planned Call. Planned Immunol. The Immunol. The contracture processes and Improvement aligned to the oversearch the Planned Call. Planned Immunol. The Immunol. Th	4 4 16 4 4 16	6248	un and and any	60 60 60 60 60 70 70 70 70 70 70 70 70 70 70 70 70 70	Prof Dean Jul-25 Howells Ch Nursing Off	hief Associate Director of
There is a tak of significant subing time moderate to seven stroke patients for community rehabilitation. This means, patients may have discharges from auti patients may have discharges from auti and the stroke stroke stroke stroke care intervention.	System	Observations of the servers and the servers of	Cholentia a review of current service provides to better understand the galance level impact of the current service Applore opportunities donged the States and when Rehabilities that and from improvement measures Chorefor postures can be enhanced funding to move the service in the with regions better provides the language states of the best dentified recommendations for improvement that relate to commissioning, access, service gaps, low staffing levels, psychology provision and life after stroke. Implemented Public Engagement	April: The TIAP group are to submit a paper this month to the Medical Directorate SMT to request functing from the HHSE LTC/Prevention allocation. Funding to enhance skill mix, establish provision in the High Pask and extend early supported discharge offer that will provide additional support to molecate patients leading to reduced demand on community services. Bhould the funding be agreed this will be included within the business case options and will have a direct impact on the tak score. The TIAP group expect the business case to be complied by MayLake day paperula. May, HD SMT apaper sprince provide and reduces of anymetry of way from the TIAP group business case continues to the May worked us for approval and sorutiny. Joner: Business case still in development, with alls front draft and of month. Provident to request that any investment approved in approval on a resourced hars to enable workforce remultiment and intention.	4 4 16 4 4 18	6248	Mach 2026	с с с с с с с с с с с с с с с с с с с	Dr Chris We Chief Medi Officer	



The health and well-setting of CD stiff could be negatively affected by the sensing on CTA Meet 225 and the resulting uncertainty as is the future rele of CDE.	5 Corporate Audit and Governance Committee	Updates and platform for discussion provided at weekly Team Talk meetings; stall encouraged to sak questions. FAQ area available on the interand showing questions asked and answers when they are available. Weekly Staff Bullion and I non D: Chris Caylon poeting any luther updates as they become available. Updates and the start of the start because the start of the CEE and DN in place to provide further support to staff and leedback to the ICB.	Continue with all mitigating actions. Develop communications plan with stall and stakeholders when more detail is known. Develop change process and review policies as necessary.	Nay: The NR teams have developed a well-being support plan that will be communicated to colleagues and signport to sources of support. NR have also arranged workshops with an external provider on planning for interement and financial planning. Join: Well-being support plan communicated to colleagues at Taam Talk with signporting to sources of support. In manages encoursiged to have regular one to an exercise with staff to include well-being support plan that will be communicated to solve support. The manages encoursiged to have regular one to an exercise with staff to include well-being support plan to municated to colleague at Taam Talk with signporting to sources of support. The manages encoursiged to have regular one to an exercise with staff to include well-being metal staff at a solve at the staff or exercise at an estaff and a concerns advoid pla acomy. Bickness levels in May 2020 (2 32%) were been than May 2021 (2 3%), and the support of the communicated to include and concerns advoid pla acomy. Bickness levels in May 2020 (2 3%), were been than May 2021 (2 3%), and the support of the communicated to include and concerns advoid pla acomy. Bickness levels in May 2020 (2 3%), were been than May 2021 (2 3%). There is a lead dense to medines and levels information, which regrestably is not examined the communicated to concerns advoid pla acomy. Bickness levels in May 2020 (2 3%), were been than May 2021 (2 3%).	4 20 5 4 2	0 1 3 3	Ongoing	Seg Jun-25	Jul 25 Helen Dillicone, Head Organisational Declars of Helen Dillicone, Head Organisational Declars of Beadingment Sean Thereise, Communications and Engagement
There is a risk of a loss of the skills, bicoulding and momentum required 2578 lossing the mouncement of the required KB cost savings and whits damy as to the future responsibilities of LCBs is available.	4 6 Corporate Audit and Governance Committee	Regular communication with staff. Continue to share information with staff as soon as possible. Line management support to focus on existing proteiles.	Undertake a mview of what the ICB priorities will be once it is known what the likely operating model and duties are.	Nay: The CB Bloghtinitation has now been received and shared with staff. The latter state od a number of priorities for CBs attrough the fabre of all current functions is not yet clear. Name: The the matter processing takes base each week it which staff can have quastrone, along with an instruct page containing information received and FAGs. IR have shared wellbeing support information access the organization to staffmanages encouraging teams to meet and discuss the model CB bloght and fabre discuss. It is the share of all current functions in the processing information received and FAGs. ICB controllations to HHGE. Them Task meeting take place each week at which staff can raise questions, along with an instruct page containing information received and FAGs. ICB controllations buHHGE. Them Task meeting take place each week at which staff can raise questions, along with an instruct page containing information received and FAGs. ICB controllations discussed with the meeting take place each week at which staff can raise questions, along with an instruct page containing information received and FAGs. ICB controllations discussed with the meeting take place each week at which staff can raise questions, along with an instruct page containing information received and FAGs. ICB controllations discussed with the meeting take place each week at which staff can raise questions, along with an instruct page containing information received and FAGs. ICB controllations discussed with the meeting take place each week at which staff can raise questions and the processing information received and FAGs. ICB controllations discussed with the meeting take place each week at which staff can raise questions. Along with the raise place each week at the context of the raise of the rai	4 20 5 4 2	0 3 2 6	Ongoing	2 Jun-25	Juli 25 Helen Dilitions Cheil d'Statt Cheil d'Statt
There is a risk that the ICB does not proteine and commission efficiently and efficiently is balant proport leads balant the second second second second barbyphre. 36 2224 dry and departure (or provide the utilise and contracts to meet demand which are the ICB to efficiently manage, making and manifer contracts	4 9 Cirical Strategic Commitsioning and Integration Commit	Strategic Commissioning and Integration Committee (SCC) to receive a prioritization framework to help direct the order of which services/commissions are reviewed in a forward plan. SCIC to receive all recommendations reliating to commissioning of services and ensure sufficient detail/specification to ensure we have the most effective. of	Create the capacity within the ICB to definer kay commissioning activities. Enhance the capability of ICB teams to definer kay commissioning activities. Create a tactical and strategic commissioning plan and approach to support the ICBs Joint Forward Plan and medium term Financial Strategy.	March/lyel update: 2026 Operational planning process surfacing some commissioning issues and giving opportunity to address frees. Contract are being reviewed when these net in the net if zhorothic. Proved Prior Trynomenum under contract review. May June: Contract negotiations are currently taking place. Formal, robust contract management meetings are being re-introduced with each Provider. Sufficient resources have been identified to enable this process.	312431	2339	Sep 26	Vsr. 245	Michaile Arrowsmith Arroamth Chell Strategy Jul 25 and Delay Deputy Chell Executive Deputy Chell Executive Deputy Chell Executive Deputy Chell Parantegy & Planning
There is a risk that the ICB makes commissioning decisions and/or operational 2222 and a strategic and of the system, which impact on the scale of transmission and maps required to deliver the 5 Year Forward View.	a Cirical Stategic Commissioning and Integration Commission	Bytem reports to what and recovery planning. Since Ladenship of CB Executio Team providing assurance to the ICB Board. System Oversight and Assurance Group providing assurance on system performance and delivery. SCC recovers and reviewed decisions as allocations basaure members these are aligned to strategic objectives. These should evidence consistency with delivery strats. SCC decisions are evidenced to align with strategic alise of the system. Maturly of ICB — Internal controls and governance. Bi, analytics and reporting in place populational health to be developed through population health management programme	10E Execution Tuenus are s-grouping to take butther actions to the Jose Forward Man. Reademap to de double classify the System Reademap Tuenus (Tage Server) and the Server Server) and Server Se Server Server Serv	Sterbleyd: 2002/Cynestianal Pins devolgement includes strategic ahlte from hospital to community and illness to prevention, including devolgement of our neighbourhood health effering. This all links to the Joint Formatt Pins. Navy June: Programma Delivery Boards inform has strategic and the programme of work. The 2002/30 Cynesticnal Pina includes projects and progress which will delive the system strategic ambitions. The detailed commitments mode in the 2002/30 Cynesticnal Pina and Integrated Pina Educative.	2 6 3 2 1	5 2 2 4	TBC	SR2 Jun-25	Advatals Acrearesh Celeforatory Juli 25 defenery Director of Delivery Director of Delivery Executive
There is a dat field patient date is although by the hapity of panets defaury classed by lack of available and adequate resources and service investment.	ہ در Cirical Cirical Strategic Commissioning and Integration Committee	Entetliehet a Fragle Services Dennight Group: 4. Memorphic prodes ULDO Chel Medical Offices and Chel Operating Offices. • Agrend working definition of Ingelity, where there is a ratio to the sustainability of chical services which JUCD. Here and the service of the services which and services with and the service sustainability, which has been developed in the light of Regional guidance and is consistent with EMMP's processes. 12 12 12	Developing a fragile service monthing terreplane to be submitted bimorphily by providen for each service identified as fragile. - Developing Actions in manage or induce and the submitted bimorphile and the submitted bi	April: Fangle services reporting publications and simplicities detected to a completed by velocard SRO in advance of meetings. High risk service updates and mitigations provided for CAMRG, Hyper Acute Sinola, Orthology, Orthology, Packe, Namura, Usepidia and Hurdingshi Salessia. May June: No update. Finglie Services Oversight Group have not met this month. Next meeting Bh July.	4 12 3 4 1	2 2 4 8	Mar-26	90 Jun-25	Jul 25 Dr Chris Weiner Kest of Popplerine Hertagenern, Design, Ottoer Galactine Assurance
The ICB does not achieve a 25/26 breakevenbalanced financial position in 2015/28.	4 Coporate/Financial Finance and Performance	Pormig promavo anogenerot sciet alem fin folk are relevand and folkaris addressed, e.g. Board, Finance and Performance Committee, etc. Robust (E.g. Brancia partice bef controls (including second addresser)). Robust (E.g. Brancia) partice and procedures, e.g. Scheme of Delegation, etc. Robust (E. Brancia) partice partice addresser), to NNSE, executives and committees.	Continued reporting of the IGB's flowship position to Executive Team and relevant committees. Excluse topedocued excluse and guarantice to recepted of the ICB's efficiencies are sufficient. On-poing review of relax and metagations.	May: Reporting and governance arrangements in place. Confinitionation operational management airangements efficiencies. Robust plan to 2020 R. Diverse, risk of an eligibation with read or giving management. Area Update: Non't Jeanceal Quotion or plan for both efficiencies and oreall position. Non't Jeanceal Quotion or plan for both efficiencies and oreall position. Non't Jeanceal Quotion or plan for both efficiencies and oreall position. Company or plan 2020 Statistics to the CB's Executive Team. Highlights to be shared with the Finance and Performance Committee. Company or management of CB risk and emissions.	4 12 3 4 1	2 2 3 6	Ongoing	SR Jun-25	Jul-25 Bill Shields, CFO Director of Fnance - ICB
Risk hat we are unable to differe the system financial parallel meating in a disk and/or financial penalty. This maybe as a result of: 2508 * 0-penatorial pensues alone planned levels * tabling to deliver the required level of system efficiency * externed financial everyplanear financial everyplanear financial everyplanear financial events not occurring.	ধ GoporataFhancia Finance and Performance	Operational Performance: System CFD and in the Daylosis ment al least veskily to ensure the delivery of the best possible out-am postion. Hit and Operational colleagues involved in oversight of transmitter al agent markets, specificated and extraoring and performance and markets. Efficiency Oblewy: This System CFD and the committed indefinition specifies to apacel variationality of performance and markets. Efficiency Oblewy: This System Long and the committed indefinition and the specifies and the specifies and the specifies and Performance Performance on Efficiencies and Performance (Section 4000 and Section 4000 and Section 4000 and Section 4000 and and Performance on Efficiencies and Performance (Section 4000 and Section 4000 and Section 4000 and and Performance on Efficiencies and Period 4000 and 40000 and 4000 and 40000 and 4000 and 40000 and 4000 and 40000 and 40000 and 40000 and 4000	Operational Net/Instance: Beneal for expecting the Dallary Basets to demonstrate system Freecal plan and actual patition on a monthy basis is in progress. This set yet available at a service line level (appended at a programme baset level for FIP [®] by M2) hereare to inform deciden making on operational performance this needs extending to announce which index to available level in 200508	June update: Efficiency Defenses To Description To Description and Montechnologies of the Presence Source International Source Internat	4 16 4 4 1	6339	Ongoing	or Jun-25	Jul-25 Bill Shields, CFO Director of Finance - Dirategy and Planning
Reih hart für system i transite te divier the capital programm. This could be dive to: "Strangier need accessing resource available rescuring transitier rescuring transitier resource transitier resource transitier resource transitier resource transitier resource transitier resource transitier resource transitier resource transitier resource transitier resource	ං Copora to Financial Finance and Performance	System capital oversight group meets monthly and reports to system Deputy CFO's. Any matters for excitation are reported onwardly to CFO's. Capital reporting is regularly presented to F&P Committee. Forecasts are maintained for capital along with 3 year plans. System finance team maintain a good relationship with NHSE capital and cash colleagues.	Development of the capital plan into an integrated modum term plan with revenue financial planning.	June update: Multiplay plans are schedulard to undergo Internal organizational governance processes pror to system-welk collation during the welk commending 25th July. It this early stage of in-year delivery, the primary concern is the delay in receiving Memoranda of Understanding (MOUs) associated with the national process for constitutional standards.	4 12 3 4 1	2339	Ongoing	SR Jun-25	Jul-25 Bill Shields, CFO Director of France - Brategy and Ptanning
42 25/26 There is a risk that providers do not have sufficient cash to pay staff and creditors	4 Corporate/Finance Finance and Perform	The system is in receipt of Revenue Deficit Support and cash support from NHSE. The LOB plans cash drawdown to support timing of cashflow for providers maintain rolling daily cashflow's which inform decisions on payment and receipts. Cash and legiody forms regular updates on the agencial or system Deputies.	System policy for cash management and management of cash at a system level. Delivery of cash miseasing efficiencies	Are optime: The original management of the risk will time part of the CS's where financial performance management. In particular, financial performance in respect of efficiency delivery and organisational balance will help example that the original Secures is (tash backed) debt. It under and is therefore less likely to read any additional cash support. This on-going ICS financial management takes place at a variety of loss, including the Financial Secures bit parts. System CPOs and System Depty CPOs. 4	4 16 4 4 1	6339	On-going	52 Jun-25	Jul-25 Bill Shields, CFO Director of Finance - Strategy and Planning