

Risk		Initia Rat	Risk Ing Mitigations	Actions required to treat risk		Previous Residus Rating Risk	al/ t Target Ris	k z	Link to Bo Revis		Care Board
Reference	Risk Description	Probability  Orporate or linical	What is in place to prevent the risk from occurring?)	(avoid, reduce, transfer or accept) and/or identify assurance(s)	Progress Update	Impact Probability Rating Impact Probability	Impact Probability Rating	get Date	Date Reviewed Dut	Executive Lead	Action Owner
01 21	The Acute perioders may not meet the new target in respect of 78% of patients being seen, treated, admitted or discharged from the Emergency Department with not Acus, in the Emergency Department with not house, and the Emergency Department with not account to the Committee of t	4 Onstitutional Standards Quality Finance and Bed formands Countities	1. Strengthening From Door and Same Day Emergency Care (SDEC) Access 1. A system-was appointed SDEC in contemporary care in contemporary contempora	With a copied with the accises to apport improvement in the 4 hour performance.  Demand Management of Front Deve Disseasure, Increase International Comment of the Accises to applications to a superior to the Circle and Section 1. The Accises to a superior (as the Accise to the Acci	Joby 2015 performance  Of the imported 72 EV (TVD 24K) and UMBD reported 72 EV (TVD 22 X).  Of the imported 72 EV (TVD 24K) and UMBD reported 72 EV (TVD 22 X).  Of the imported 72 EV (TVD 24K) and UMBD reported 72 EV (TVD 22 X).  OF the obline of attendances per day.  OF the obline of attendances remarks (s), with Debty seeing an energy of 21% Type 1 and 1998 activations per day. 87 children's Type 15 and 298 colorabet UTC. At Butten there was an average of 71 Type 1 and 1998 activated the performance of the security of	5 4 26 5 4	20 3 3	On guing	Aug-25 Sep-	Michelle Arrowsmith Chiel Strategy and Delivery Deputy Chief Executive	Amy Grazier Senic Opentional Floridational Industrian Dan Mention Senice Performance & Association Banager Jasobr Desamjh
09 21	There is a risk to patients on Provider waiting lists due to the continuing delays in treatment resulting in increased clinical harm.	4 Clinical System Quality Group	Risk straffication of waiting lists as per national guidance     Work is underway to attempt to control the growth of the waiting lists – via MSK pathways, consultant connect, ophthalmology, reviews of the waiting lists with primary care etc.     Provides are providing clinical reviews and risk shalfication for long waiters and prioritising treatment accordingly.	*An assurance group is in place to monitor actions being undertaken to support these patients which reports to PCDB and SQP *Providers are captuming and reporting any clinical harm identified as a result of walks as per their quality assurance processes *An assurance famework has been developed and completed by all providers the results of which will be reported to PCDB *A minimum standard or relation to these patients to being considered by PCDB *Vifolit to control the addition of potentia to the waiting lists is ongoing	Adultupunt  Walting lists emain significant therefore risk remains and score will be unchanged despite miligations in place.  Walting lists emain significant therefore risk remains and score will be unchanged despite miligations in place.  Provider organizations continue to reserve safeting lists and provides as per SOPA. Hearn reviews process remains in place according to the included pathway with regular reviews  CSI Quality learns continue to insure this risk supportant to COPG for assurance and it remains a noting approxis learn with quarterly updates for oversight.  Review clieb deplement 2002 - Update required.	4 4 16 4 4	1 <b>6</b> 3 2	Mar-25	SR1 SR2 Aug-25 Sep-	Prof Dean Howells Chief Nursing Officer	Letitia Harris Assistant Director of Clinical Quality
11 21	There is a risk that failure to meet the NHS NHZ Zero largets will put further pressure on an expensive or the control of the	4 Coporate  Audit and Governance Committee	System Net Zero SRO is Netion (Delictions, each Provider Trust has a Net Zero SRO in piece.  System Net Zero SRO is Netion (Prisone, each Provider Trust has a Net Zero SRO in piece.  System Net Zero SRO is Netion (Prisone).  In the Prisone State of the Prisone State of the State of the Prisone State of the publication in July 2025.  In the Prisone State of the Prisone State of the State of the system Netion (Prisone State of the State of the System Netion (Prisone State of the State of the System State of the State of the System State of the Sta	Strong system leadership to support delivery - Helen Dillistons, Nat Zero Executive Lead for Destyphine ICS. Ribbard powersance and ownsight in place. NMSE Middands Greener Board established and in place NMSE Middands regional princine locatification is contained by the place of the NMSE Middands regional princine location of the place of the place of the NMSE Middands regional of the place of the NMSE Regional Care and Provider Toute Sections under containing among the regional of the place of the NMSE Regional Care and Provider Toute Sections contained on the system and with registers.	August 2055 The JUCD Dehyshire Cream Flam has a set of dred actions which focus on the system working logarither, or-ordinated by the KDI, to progress some of shared challenges, support the cultural shift, required to ensure that sustainability becomes embedded as BAU, and that all organisations (producing the KDI) are embedding clinical entertied risk into our governance and decision-realing processes through the MDD transparence. The JUCD call Clinical Plans has a focus on on a sustainability in terms of the decisioning in early that the state of the state	4 3 12 4 3	1 <b>2</b> 3 2	Nar-28	Aug-25 Sep-	Helen Dillistone - Chief of Staff	Katy Dunne Head of Corporate Programmes
15 2!	The ICB may not have sufficient resource for and capacity to service the functions to be delegated by NHSEI	4 Gorporate Audit and Governance Committee	The current function in the process of delegation is Specialised Commissioning. Commissioning responsibility for \$9 Acute Specialised Services were delegated to De Sin April 2015. The brained of appoint still to the local Code son to take place until July Services were delegated to De Sin April 2015. The brained of appoint still the brain of the services were serviced to the services of the services will be updated for phase 2.5% excitationan have been established to work through the necessary actions for safe and timely delegation, with an Executive Leedership Croup setablished to provide strategic derector. The ICD has an established Programme Sould to manage this programme of work for Destypative. The Programme Board is now also overseeing the process of delegation and the Destypative is of the contribution of the execution of the services of the services of the services of the execution of the services of the	The delegation assurance transcends process completed and in place.  Delegation assurance transcends process completed and in place.  Delegation assurance transcends process completed and in place.  Delegation assurance transcends for phase 1 - in place. Delegation transcends for phase 2 expected. ICB Programme Board to work through neet steps. Collaboration and Delegation Agreements for Specialised Commissioning delegation to be submitted to Board and signed in Macrosines.  Vaccondates. Immunisation and Screecing.  Vaccondates Immunisation and Screecing Immunisations Immunisations Immunisations of the ICB Board in September 2025. Capacity to delever broth programmers and Immunisations Delevey Board in place. Screening Delivery Board stood up in January 2025.  Finance and Contracting Workstream established under Operating Model Group	May Disapption has been confirmed, however the operating model accords be served until CSI functions have been agreed also. No further information has been received a this stage and no further meetings dependent with NEIS than been given to fail the other meetings and the served of	3 4 12 3 4	12 2 2	Mar-26	Aug-25 Sep-	Helen Dillistone - Chief of Staff	Chrissy Tucker - Director of Corporate Governance and Assurance
17 21	Due to the pace of change, building and satisfaining communication and use engagement momentum and pace with stakeholders during a significant change programme may be compromised.	3 4 Corporate Corporate Strategic Commissioning and Integration Committee	The system has an agreed Communications & Engagement Strategy which continues to be implemented. This includes acclores supporting broadering our communications reach across stakeholders, understanding current and future desired relationships and ensuring we are reaching deeper into the ICB and components parts to understand priorities and opportunities for involvement. The Public Pretensible Committee is now established and is scretifying its on its assurance of softer community and stakeholder aggregatement.  To engagement.  Gregoriest.  For expagement approach remains in development.	*- Continued and accelerated implementation of the Communications and Engagement Strategy actions plan priorities across stakeholder management, digital, media, internal communications and public involvement.  *- Continued Invasion of the remit of the Public Partnership Committee  *- Key role for CAE Team to play in ICS 00 programme  *- Continued links with Place Alliances to understand and communicate priorities	they Model CS bisperies review? - dispend communications planning with petertial disaster CSB. Pile of revietion of communications and regogenerate capacity fromphy period of duesge, and N reduction of seasonings planning and period as part of regogenerate capacity. However, the communication is progress including CSL-specific and communications. Fire update to May CSB Board, requires development of communications approach. Local authority electrics complete with new administration. Neighbourhood summar held, with comprehensive communications administration of the communications and regogenerate development of communications and regogenerate development of the communications and regogenerate development of the communication and regogenerate development of the development of the communication and regogenerate development of the communication and regogenerate development of the communi	4 4 16 4 4	16 3 2	Mar-26	Aug-25 Sep-	Helen Dillistone - Chief of Staff	Sean Thornton - Director of Communications and Engagement
19A 2!	Failure to deliver a timely responses to patients due to exceeding handoner delays. 126 Leading to significant response times for patients which valler in the community for an extensive section of the second section of the section of the second section of the section o	5 5 Clinical Seeton Duality Grain	UECC mitigations.  1. System leaders and discissing's in charge are aware of the risk across the acute pathway, including patients end noute to hospital, exeating an articularies response are will be flowed already in the department.  2. Architance handoner delays and the numbers of patients waiting for an architance response are reported at site-wide bod meetings to substitute any system vide response.  3. Named senior leads from both the acute and ambulance trust are responsible for overseeing the development and implementation of clinical handoner processes which thous on patient safety.  4. Information sharing through the SCC and Daily System Call.  5. Excalation processes in place with COC including processes to faired up a dedicated call if required.  6. UECC Transformational leads to ensure proactive steerance, redirection and care nasigation supports professionals directly access between appropriate community pulmanys and in hospital pathways, 165 care first line.  1. Pulmway operational group meet weekly (with the ability to step up to Daily) to expected sicharges to support flow within the acute trusts.  2. Danharps pathing improvement grain professionals produced community pulmans and the shally to step up to Daily) to expecte discharge to support flow within the acute trusts.  2. Danharps pathing improvement grain professional grain professional approach come are working to an optimised model of delivey by defining the metrics required and monitoring performance and progress against agreed to targets.	SEC actions to treat risk  1. Strategic Landward panel degree Topic Control Strategy Control Strategy and Control Strategy Control Strategy Control Strategy and Control Strategy Control	Skey. The topicitory his been missed by jet under 2 minutes with April however, improvements have been made within the month for Carocos the system. Actual the performance for April 26 is 31 minutes and 30 seconds, among the topicity of 20 minutes and 30 seconds, among the topicity of 20 minutes and 30 seconds. The minutes and 30 seconds in the plan The expected 30 minutes and 40 seconds. The second seconds is the plan The expected 30 minutes and 40 seconds. The plan The expected 50 minutes and 40 seconds in the plan The expected time was higher than April's.  Despite engaging and position militage of the plan to the plan topic of the	4 4 16 4 5	20 2 5	Onjuling D	Aug-25 Sep-	Dr Chris Weiner 5 Chief Medical Officer	Andrew Subsections Associate Director, Upget and Emergency Cate Any Grader Kate Evans
198 21	The nix of delayed or markequate patient discharge is insighted by factors including, unusuable home environments, limited availability of committy and home carea analysis of the committy and home carea and equipment. Proc coordination among a complement care options, rayed desharper hostility processes in patient volume and valued of the committee of the commi	2 5 Clinical System Qualify Groun	Pathways Operations Group established to monitor pathway numbers and provide a forum to escalate concerns with system partners. An escalation flamework developed and now in use Jan 25 collining process for partners to step up calls to support with system escalations. Writer System Coordination Last commerced Mild December 24 to proactively support escalations, seek earlier additional support and essure all provider actions are understaten.  10 Dechaps Finally and progressment Group monitoring workstream progress for key discharge priorities as outlined in the Discharge System distilly few calls.  Jan 25 Care transfer hub : Phase 1 (For out of area hospitals) launched to improve coordination of discharges out of acute hospitals.	Developed a discharge establisher framework to maintain flow to return have associated with oldays - Completed Nov 2024 improving the involvement of people who are being discharged in shaping discharge outcomes and pathway developments.  Create a single data and intelligence approach to help us manage branders of one between settings and motive unnecessary delays.  Extracting the first the people sitemany beautiful with normalization are support established beautiful provingly improved and business of the people siteman of	Ann 25 - Community Transformation programme delayed to June. 8 additional Community Support Beds to open at Stareley 12th June. From wic 30th June Bennerley Fields will have 20 beds, o beds at Meadow View, 8 beds Calstands, 32 beds Stareley, 17 beds Thomas Fields. Aming September for a total of 69 beds.  Care Transfer Hab. So commonities Plans 25 Score remains the searce and systems resource have remained high despite the time of yearJuly 25 - Community Transformation Programme undownay which control to the searce and systems the searce and systems resource have remained high despite the time of yearJuly 25 - Community Transformation Programme undownay which the searce and systems resource that the searce and systems of the searce and systems 2005.  DOC transform work to 3 Community Support Bed units within county and an increase from 77 beds to 92 is underway. Forecast completion for this work is September 2005.  Pathway 7 (Semendation work to 3 Community Support Bed units within county and an increase from 77 beds to 92 is underway. Forecast completion for this work is September 2005.  Pathway 7 (Semendation in April Pathway 1 operating model for told year or county). The district of the service destination of an arise for Sementary 1 operation of the service destination of an arise for Sementary 1 operation. It is hoped that as a service of change of editions in experiment 2005.  And 25 - Community Transformation Programme capting, Case Transformer shaped resourced and search or change or destination of the confidence of the county of caldions. It is not to the county of the county of caldions with the search of the county	3 4 12 3 4	1 <b>2</b> 3 2	April 2006	Aug-25 Sep-	5 Strategic Discharge Group	Jedi Thomas Discharge Improvement Lead JUCD
19C 2I	Lack of digital interspersibility scross information judicione leads to indequate viability of discharge information and communication between providers. There are also did effective performance discharge processes, indequate data colorion and analysis to identify bottlemencks in discharge portosesses, inselficient and analysis to identify bottlemencks in discharge pathways. Lock of system data intelligence to inform decision making to manage risks when in syptem excatalion.	5 Clinical System Quality Group	Weekly Discharge to Assess (D2A) summary data pack developed and circulated amongst partners.  Pathway Data Group provides a joint forum to escalate data concerns and aim to find solutions - Discharge Pitanning and Improvement Conce proceedings of a logic Model for discharge data and have requested august for the form the Pathway Data Group.  Dong Habo Conce and Dave Timester Have varieting upone established to learlify the gas and critical polariety of the symmetry of the partnership of the provider of the provider of the partnership of t	Use data analytics to track and analyse discharge trends, identifying and addressing boillenedax.  Development and implementation of an interogenability API and system-level data surchouse will enable information flows between existing systems.  Implement key performance indicates (IPFs) is monitor discharge processes and identify areas for improvement. Representations (IPFs) is monitor discharge processes and identify areas for improvement.  Partharpy data group as support the development of a data discharates on collection if the logical model.  Care Timsfer Hub to be developed to monitor and own system data. Initial digital specification drafted, interim digital solutions scoped ready to support a pilot.	An 25. Review of pultway data group being undertaken throughout June focusing on nomenclature with all system partners. OPTICA use workshops held with trusts working through improvement plans. Some remarks the same and system pressures have remarked high despite the time of year.  Ally 25. Parhamy bits Group has undertaken workhops to review pultway descriptions, date flows and KPIs required. Workplan and firmelines for development is undersay, led by ICB Head of Partnerships.  OPTICA is now the data source used by both ascele trusts to track and describe destraines delays. These is further development needed but improvement is undersay, led by ICB Head of Partnerships.  OPTICA is now the data source used by both ascele trusts to track and describe destraines of the striber of the provinces and source used for the provinces and source used for the striber of the striber of the source and source used in such as the provinces and source used in the striber of the source	5 3 15 5 3	15 3 2	October 2025	SR1 SR2 SR3 SR4 SR5 SR7	Strategic Discharge Group	Jodi Thomas Discharge Discharge Improvement Lead JUCD
23 21	There is a risk to RTT and cancer performance due to increased demand and randificient capacity. The total varieties that the result of the risk r	4 Clinical Chance and Performance Committee	The change in referral over last 18mth a result of a range of factors - including Staffs practices focusing on early cancer diagnosis, changes in how services are configured-offered across west midlands and increased use of Tarmsorthichtided at of which influence patients(DP choice of providers. UHISB in fier 1 for cancer performance so plans being managed through national oversight to develop recovery action plans.  UHISB remain in Tier 2 for elective recovery so long water assurance through fortnightly regional calls in addition to JUCO elective oversight.	-Recruitment to range of posts funded through EMCA to support recovery, -Rhoristation of Beet Practice time of particular years across key funder a L.C.I. Unology, Siln and Cypae -Overlopment of Uniform cuts recovery across key funder to NASELIST team) due - C0-23 -Overlopment of referral stage functions: Cymar. LCl and Lodgoy -Overlopment of referral stage functions: Cymar. LCl and Lodgoy -Overlopment of referral stage functions: Cymar. LCl and Lodgoy -Overlopment of referral stage functions: Cymar. LCl and Lodgoy -Overlopment of referral stage functions: Cymar. LCl and Lodgoy -Overlopment of referral stage functions: Cymar. LCl and Lodgoy -Overlopment of referral stage functions: Proceedings of the Longoy -Overlopment of referral stage functions of the Longoy -Overlopment of referral stage functions of the Longoy -Overlopment of referral stage functions of the Longoy -Overlopment of the Longoy -O	in the 200425 NNS Operational plan JUCD have agreed to deliver on this standard by end of March 2006. Progress will be measured through Contractual processes and improvement aligned to this overseen by the Planned Care Delivery Board. Michaels the growth is new demand, by increasing the use of pre-referral specialst abrics, which is estimated to direct 10-15% of furnecessary' outputent first attendances, and August 8, apt of the operational plan, actions have been taken to manage demand and reduce waiting times which includes tablidating waiting lists, improving triage and referral processes and optimising drine capacity and standard plan, actions that been taken to manage demand and reduce waiting times which includes tablidating waiting lists, improving triage and referral processes and optimising drine capacity and standard plan, actions the bear waiting time. Additionally, in September, the Paedadric Clinical Delivery Board (PCDB) will be conducting a demand management deep dive to further support approximation and ensure theoly access to care. This is no change to the risk score.	4 4 16 4 4	16 2 4	September 2025	Aug-25 Sep-	Prof Dean Howells Chief Nursing Officer	Monica McNindon Associate Director of Planned Care
25 21	There is a risk of significant waiting times for moderate to severe stroke patients for community rehabilitation. This remains, patients may have discharges from acute thereign and require more robust social care intervention.	5 Clinical System Outlife Group	this nation is community services is used to brigary referrate. This addresses risk and climical need and is used to printing waiting lists effective accordance of the management of the control of the	Obtoined a remain of querier service provision to better understand the galletter fined impact of the current service.  Opposition opportunities disposition the Solette and New Postabilistations and washing sharp suppressed for a provision of the current service improvement measures.  Obvelop business cans for enhanced funding to move the service in line with regions best practice.  The International Solette is a provision of the service in line with regions best practice.  The International Solette is a provision of the service in line with regions best practice.  The International Solette is a provision of the service in line with regions best practice.  The International Solette is a provision of the service in line with regions best practice.  The International Solette is a provision of the service in line with regions best provision of the service in line	And The TSE proup on to allow its power this contin is to be blacked. Directories both to present function, from the NRSE LTDP-weardor allowing to enhance shift mic establish provision in the High Paul of solid and solid provision in the High Paul of solid and solid provision in the High Paul of solid and solid and solid provision in the High Paul of solid and solid provision in the High Paul of solid and solid and solid the function of the High Paul of the function of the High Paul of the Faul of the High Paul of	4 4 16 4 4	16 2 4	March 2026	Aug-25 Sep-	Dr Chris Weiner Chief Medical Officer	Scott Webster Head of Programme Management, Design, Quality & Assurance

The health and wellbeing of ICB staff could be negatively affected by the 182 and 182	4 Corporate Audit & Governance Committe	Updates and platform for discussion provided at weekly Team Talk meetings, staff encouraged to salk questions. FAQ area sanitable on the intrared strosing questions saled and enseems where they are available. Weekly Staff Bulletin email from Dr. Chris Calysto providing any further updates as they become available. 20 Remindes to salf on settlengs apport and another and contract dates for Mental Health FALMES. USES and DN in place to provide further support to staff and feedback to the FQS.	Continue with all miligating actions. Develop communications plan with staff and stateholders when more detail is known. Develop change process and review policies as necessary.	May. The IRR teams have developed a wellbeing support plan that will be communicated to colleagues and signpost to sources of support. IRR have also arranged workshops with an external provider on planning for returnment and financial planning.  And Wildeling support plan communicated to colleagues at Team Tak with signposting to sources of support. IRR have also arranged workshops with an external provider on planning for the support plan communicated to colleagues at Team Tak with signposting to source sources of the support of the support plan communicated to colleagues finding demonstrated, and the support plan communicated to colleagues finding demonstrated, planning that the support planning that the support planning that support distributes the support of support of	10 5 4 20	1 3 3	SR5 Ongoing	Aug-25 Sep-25	Author Dillistone, Author Development Chief of Staff Development Sean Thomton, Director of Communications and Engagement
There is a risk of a loss of the skills.  2626 solver the LOS priorities and plans to dealer the LOS priorities and plans (CIII consistence of the required LOS cost servings and whilst clawly as to the following the amountment of the required LOS cost servings and whilst clawly as to the following responsibilities of CIDs is smaller.	Gorporate Corporate Audit and Governance Committee	29 Regular communication with staff. Continue to share information with staff as soon as possible. Law reassignment support to focus on existing priorities.	Undertake a review of what the ICB priorities will be once it is known what the likely operating model and duties are.	lay. The CLB laupoist effeir has now been received and shared with staff. The letter sets cut a number of priorities for ICRs although the bland of all counter functions is not yet doze. The CRS askinds and the counter of the CRS and the CRS askinds and the CRS aski	0 5 4 20	3 2 6	SR5 Ongoing	Aug-25 Sep-25	Helen Dillistone, Chief of Staff Chief of Staff Assurance A
There is a risk that the ICB does not protein and commission efficiently and control of the ICB does not protein and commission efficiently and extractions for the residence of Debry pair.  36 2026 for not identifying opportunities to utilize and control of the ICB does not does no	4 4 Cinical Strategic Commissioning and Integration Commis	Strategic Commissioning and Integration Committee (SOIC) to receive a prioritisation framework to help direct the order of which services/commissions are reviewed in a forward plan.  SOIC to receive it incommendation selling to commissioning of services and ensure sufficient detail/specification to ensure we have the most effective, efficient care delivered within the commission.	Oreste the capacity within the ICB to deliver key commissioning activities.  Enhance the capability of ICB teams to deliver key commissioning activities.  Oreste a tactical and strategic commissioning gitan and approach to support the ICBs Joint Forward Plan and medium term Financial Strategy.	March/light update: 25/36 Operational planning process surfacing some commissioning issues and giving opportunity to address these.  Contracts are being reviewed where these end in the next IZ months.  Formed Plan for procurements under constant review.  Contracts are being reviewed where these end in the next IZ months.  Formed Plan for procurements under constant review.  Adv - Contracts are processed in the process of being finalized. Executive Contract Management Insecting are being re-introduced with each Provider. Sufficient resources have been identified to enable this sources.  Adv - Contracts in the process of being finalized. Executive Contract Management Doords have been put in place for our main NRS providers, due to talle place July. Proposed disuctive for routine contract any analysis of the place above. Proposed disuctive for routine contract any analysis of the place July. Proposed disuctive for routine contract any analysis of the place July. Proposed disuctive for routine contract any analysis of the place July. Proposed disuctive for routine contract any analysis of the place July. Proposed disuctive for routine contract any analysis of the place July. Proposed disuctive for routine contract any analysis of the place July. Proposed disuctive for routine contract any analysis of the place July. Proposed disuctive for routine contract any analysis of the place July. Proposed disuctive for routine contract any analysis of the place July. Proposed disuctive for routine contract any analysis of the place July. Proposed disuctive for routine contract any analysis of the place July. Proposed disuctive for routine contract any analysis of the place July. Proposed disuctive for routine contract any analysis of the place July. Proposed disuctive for routine contract any analysis of the place July. Proposed districts and place July and place	2 4 3 12 :	3 3 9	SR2, SR7 Sep-26	Jul-25 Aug-25	Michele Arosemith Chel Strategy and Chel Strategy and Chel Strategy and Chel Strategy and Delevey Deleve Officer, and Deputy Chel Executive Cing Cook, Executive Deputy Chel Exe
There is a risk that the ICB makes commissioning decisions and/or operational decisions that are not algored with the 2022 decisions that are not algored with the property of the scale of transformation and charge required to deliver the 5 Year Forward View.	o Oirical Stategic Commissioning and integration Committee	System response to writer and recovery planning.  Serior Leadership of ICB Executive Team providing assurance to the ICB Board.  System Oversight and Assurance Group providing assurance on system performance and delivery.  SOC receives and reviews decisions and actions to assure members these are aligned to strategic objectives. These should evidence consistency with distincy planning and actions and actions to assure members these are aligned to strategic objectives. These should evidence consistency with distincy planning and actions are evidenced to align with strategic aims of the system.  Mutuarly of ICB — Internal controls and governance.  BL malytics and reporting in place populational health to be developed through population health management programme	ISS Executive Team are no-grouping to late further actions and adding to the Jaint Forested Dan. Scattering to the device of surface of Segment was equalised for the Syrap plan. Linking the ICB and NMS Pertnerships and Provider organisations to work to the JFP and delivery of this.	laber-10/pt. 2005/0 Operational Plan development includes strategic shifts from hospital to community and illness to prevention, including development of our neighbourhood health offenting. This all links to the lower Forest Plans.  May June-Programme Celevity Boards inform the strategic direction of the programme of work. The 2005/0 Operational Plan includes projects and progress which will deliver the system strategic ambitions. The detailed comminishment made in the 2005/0 Operational Plans are used in Plans Delivery Board Plans and integral Plans Delivery and Plans of Integral Plans Delivery Adv. The 2005/0 March 10 in the projects are planned care, Mental Health and LDA and CVP are all in place and reporting is being finalised which will show how the projects support the delivery of the operational plan for 2005/0 March in hum reflects the system strategic architects.	6 3 2 6	2 2 4	SR2. SR7	Jul-25 Aug-25	Michale American Chell Strategy and Delivery Officer, and Deputy Chell Executive
There is a risk that patient care is affected by the flagility of service delivery caused by and service investment.	o Oirical  Strategic Commissioning and integration Committee	Established a Fingle Services Oversight Gross:  Alterhearthin politicus JUDO Dalle Michael Offices and Chef Operating Offices.  - Agreed working definition of Taighty, where there is a risk to the sustainability of clinical services within JUDO.  - Developed a comprehensive list of large inservate better list of provides, which is networked regularly by the group. The list includes an Observation of the Chefford of the Cheffor	Oestelogie a fragile service reporting template to be submitted bi-monthly by providens for each service identified as fragile. Organicy Actions.  - Identify impligations for manage or reduce services in the control of the control	April Tipigle services reporting guidance and template developed to be completed by referred SRO in advance of meetings. High mak service updates and mitigations provided for CAMBIG, Hyper Acute Stocks, Oncology, Optimization(sp.) Peach, Peacher (specific participation), Stocks (Page 100), Peacher (specific page 100), Peacher (specif	12 3 4 12 :	2 4 8	SR2, SR7 Mar-26	Aug-25 Sep-25	Dr Chris Weiner Scott Webster Head of Programme Officer Coully & Assurance
39 25/26 breakeren balanced financial position in 2006/26.	4 4 CorporateFinancial	Formal governance arrangements exist where the risks are reviewed and issues addressed, e.g. Board, Finance and Performance Committee, etc.  18 Strong and complicate and controls (Including internal audit arrangements).  18 Strong and complicate process and procedures, e.g. Schemer of Delegation, etc.  Rebust LCE financial plan.  Reporting of financial goodlon (including efficiencies) to NHSE, executives and committees.	Continued reporting of the ICB's financial position to Executive Team and relevant committees. Enterior operational contribution and governance arrangements in respect of the ICB's efficiencies are sufficient. On-giving violen of rinds and religious.	August Lipitate The ICB is on-plane at morth 4 and forecasing breakerer at year-end. The ICB is on-plane at morth 4 and forecasing breakerer at year-end. The OCB is OP-Group has moved to a forthightly basis. The Elecutive Team update remains forthightly either with a dedicated update paper or as part of the wider finance update  3 4	2 3 4 12	2 3 6	SR4 On-going	Aug-25 Sep-25	Bill Shields, CFO David Hughes, Director of Finance - ICB
Risk that we are unable to deliver the system francial plan resulting in a deficit result of the system francial plant in the system of the sy	4 CorporateFinancial Finance and Performance	Operational Performance: System CFO's and I or Deputies meet at least weekly to ensure the delivery of the best possible out-furn position. IRR and Operational colleagues involved in oversight of financial impact in various meetings considering performance targets and an setting out what is needed as a considering performance and impact.  Efficiency Deliver I of section is a considering performance and impact.  Efficiency Deliver I operational of section in the Efficiency Deliver I operation is a considering of performance and impact.  Efficiency Deliver I operation is deliverable to delivering a CEMIT on OF larget in 2000/G. As schooms promised by I/CCO spire in conscious time dispared on the efficiency plans in concernance in the about the required on the efficiency plans in concernance on the ability to deliver on the efficiency plans in concernance confidence on where required from where required from the efficiency plans and on the efficiency plans and the efficiency plans a	Operational Performance:  Operational Perfor	August opides.  As a result of the industrial action in July, the YTD position is a \$2.7m defact against plan. The Financial Sustainability Board has been refineded and is now receiving enhanced reporting on assurance metrics and fact a result of the financial control of	16 4 4 16	3 3 9	SR4 On-pang	Aug-25 Sep-25	Bill Shields, CFO Metros Proti
Risk that the system is unable to deliver the capital programme. This could be due to:  "Studegic reed scending resource available resulting in opportunities exceeding a student available resource student production of programs and the student available resource (sucherspeered capital resource).	Question of Coporate Financial Finance and Performance	System capital corrulpit group mets monthly and reports to system Deputy CFOs. Any matters for exclusion are reported consently to QCO'S. Capital reporting is regularly presented to F&P Committee. Forecasts are maintained for capital along with 3 year plans. System fisance team maintain a good relationship with NHSE capital and cash colleagues.	Development of the capital plan into an integrated medium term plan with revenue financial planning.	August Lipidate. Someways regularitance are deneloging an assessment of multi-year capital requirements to fined in the system. Capital Planning Chargo for review and consistation, indicative capital advantages are consistent to the system capital plans, in capital requirements of the capital plans of	12 3 4 12 :	3 3 9	SR4 On-going	Aug-25 Sep-25	Marcus Prett Interim Joint System Director of Finance Notis ICB
20/26 There is a risk that providers do not have sufficient cash to pay staff and creditors	4 Coporate/Financial Finance and Performance	The system is in receipt of Renews Defait Support and cash support from NISE. The ICB plans cash drawdown to support timing of cashindow for providers.  Receipt Providers maintain reling daily cashiflour's which inform decisions on payment and receipts.  Cash and rejudyoty from regular updates on the agencia for system Providers.  System finance team maintain good relationship with national capital and cash team.	System policy for cash management and management of cash at a system level.  Delivery of cash releasing efficiencies	August update.  The company of the first the filt temp set of the CSV side flowering destinance management is perfused as in the filt temp set of the CSV side flowering destinance management is perfused as followed by the company of company and open perfused between the light house, and the company of the	16 4 4 16 ;	3 3 9	SR4 On-going	Aug-25 Sep-25	Marcus Prett  Marcus Prett  Interim Joint System  Director of Finance  Notts ICB
There is a risk to the continuation of CSU services to the CSI following the recent with the CSI following the recent of the CSI following the CSI following the CSI following the CSI following the simulation of the cluster CSI following the CSI	4 4 Corporate Audit & Governance Committee	Regional NI-SE team established to understand and discuss services provided by CSUs to NSHE and CDs.  NI-SE have achieved CHC in-housing programme of work to confinue for the time being.  Establishment of Cluster Operating Nools and East Midlands at Scale workstreams with agreement of associated Programme Plans.	Regional Transform Board on 16th August will discuss CSU plans overall. Agreement of custor of othersy for CSI brudines (organize) CBMLCSU CHC in-housing programme continues.	Mew Ris	k 4 3 12	4 1 9	tbc On-going	Jul-25 Aug-25	Assurance
There is a risk that System plans do not alique activity, workforce and feature. This may result uncoordinated plans, reduced the submitted of allering finance, suchly, the submitted plans, reduced the system, (folder. This is a replacement for featurem risk RLIGS and needs to be reviewed).	4 4 CorporateFinancial Finance and Performance	Formal ICS Planning Sub-Group led by the ICB in place. The Group has responsibility for directing the strategy and planning processes including the alignment of finance, activity it workforce, use of allocations, etc.  10 Che-graing review on therapidation of one place inclinifyielderConfidence. Team to ensure they are sighted on issues. Development of abared ICS planning principles to ensure a coordinated planning raund and in-year reporting.	Note: This section has been populated from former risk RLOS and needs to be reviewed.  CIS to confined discussions with the typiem on a standard data set to need the standard objectives in conjunction with IS. This will ensure a contribution from member organizations and provide a consistent set of membra.  Discious neptings against organizations conscenses to be dear where planning related decisions happer. This will include communications, Board Reports, prioritisation and detailing regular interaction with partners, public and patients engagement.  Recognise the current workforce planning capability and capability gap and put shortmedium term plans in to close this risk.	August Update  Co-going signment with by ICB and ICS colleagues.  New Rin  Lightness update for Supervisor Committee.	k 4 4 16 :	2 3 6	26 PE	N/A, This risk score has been sourced from a similar risk in 2024/25 and needs updating to reflect current issues.	Michelie Arrosembit, Deptity Chief Executive Lee Rasiford, Chief People Officer Workforce Strategy, Planning & Transformation Bill Sheids Chief Famania Chief Famania Chief Famania Chief Famania Chief Famania Chief Famani
The new ledger/ISFE2 system does not work lifty upon implementation and the late as a synifactor impact upon the CDI's business executions from the 1 October 2020.	Q Corporate F handsl Finance and Performance	A fully resourced national implementation team has followed an NRSE agreed programme.  National and local governance arrangements in place including a jett DDICB and NRCB project board.  Author of the project project project project project project project point of the project point of the project pro	Continued compliance with national actions and timetable. Continued distinctions of user training and process assertees sessions. Entitive CS systems and processes are ready for implementation. Reading found found continuency amongneess.	August Update  Local amangement on jules.  Local amangements on jules.  Local amangements on jules.  Continued development of continuency amangements.  New Ret  Continued development of continuency amangements.	k 2 4 8	1 4 4	8h c Oorl-25	Aug-25 Sep-25	Bill Shields, Chief  David Hughes, Director of France - ICB