

BOARD MEETING

Title	Chief Executive and Chief Officers' Report		
Paper Date:	04 March 2025	Meeting Date:	11 March 2025
Purpose:	Information	Agenda Item:	07
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Executive Summary

This report provides an update for the Board on key topics and items for escalation since the meeting in public on 14 January 2025 that are not covered in other items on the agenda.

The work of the Chief Executive is wide ranging and impacts upon all the ICB and System's objectives, with examples given below:

- *Improving outcomes in population health and health care: Thames Valley Cancer Alliance; Berkshire West Place Update; 2025/26 Planning*
- *Tackling inequalities in outcomes, experience and access: Managing access to services; Whitley Community Development Association Community Wellness Outreach Project; Organisational Development; Healthwatch Buckinghamshire's report on Young Peoples' experiences of accessing GP care.*
- *Enhancing productivity and value for money: 2025/26 Planning; Finance Report*
- *Helping the NHS to support broader social and economic development: Specialised Commissioning; Oxford Academic Health Partners*

Key risks and mitigations

The Board Assurance Framework (Appendix 1) includes key risks scoring 15> to the delivery of the objectives. The BAF is being reviewed with each Chief Officer during March 2025. The two risks scoring 15> are summarised below:

Financial Sustainability: A current score of 20 – Very High (Likelihood: 5-Almost Certain) (Impact: 4-Major). *“There is a risk that BOB Integrated Care System is unable to manage its expenditure within its available resource and that it will not deliver its financial plan and financial targets resulting in reputational damage and inability to deliver high quality services for patients”* BOB Integrated Care System (ICS) at Month 10 is exceeding its planned control total by -£36.7m. The aggregate deficit for the system is -£53.4m YTD”. This poses the risk of being unable to manage its expenditure within its available resource. NHSE financial controls implemented across all organisations within the System with short and long-term recovery plans being implemented as part of the 25/26 planning round. More detail will be discussed at item 12 of the Board agenda.

Access to Services: A current score of 16 – Very High (Likelihood: 4-likely) (Impact: 4-Major). *“The risk of the health and care system being unable to achieve the restoration of NHS services in line with 2024/25 priorities and operational planning guidance”*. The risk is broad, covering all areas of care. Processes in place to strengthen and eliminate any gaps in controls and assurances specific to each service area and in a systematic way. Mitigations in place and performed through period of review.

Action Required

The Board is asked to note this update.

Conflicts of Interest:	Conflict noted: conflicted party can remain and participate in discussion.
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This report contains information relating to organisations that partner members of the Board lead/are employed by. The perspective of these members is an important aspect to enable the Board to focus on where the ICB (Integrated Care Board) and system contribute to improvement.

Chief Executive and Chief Officers' Report

Context

1. This report provided an update to the Board regarding key topics of relevance in the Integrated Care System (ICS) and items for escalation.
2. The report shares highlights from the work of the Chief Executive, Integrated Care Board (ICB) and its partners, and key issues that are not reported elsewhere on the Board agenda.
3. Today's agenda includes a request to approve the Collaborative and Delegation agreements for Specialised Commissioning, discussions on the Thames Valley Cancer Alliance, the Month 10 finance report and the Month 9 performance and quality report, updates on Berkshire West Place and progress with 2025/26 planning.

Chief Executive update

4. I would like to welcome Dr Ben Riley to the Board. Ben joined the ICB on 3 March 2025 as our new Chief Medical Officer (CMO). He has therefore succeeded Dr Abid Irfan who was the ICB's acting CMO. Ben has a GP background and joins the ICB from Oxford Health NHS Foundation Trust where for over 5 years he was the Executive Director for Community, Primary Care and Dental Services.
5. I would like to thank Abid for his tremendous efforts as Acting CMO and can confirm that he will remain with the organisation as our Deputy CMO, reporting to Ben.
6. Matthew Metcalfe stepped down from his role as the ICB's Chief Financial Officer (CFO) on 17 February 2025 and will be leaving the organisation at the end of the current financial year. Up until that point he will be leading a piece of work to review the ICB's estates strategy with a view to this being presented to the ICB Board in the early summer. I would like to put on record my thanks to Matthew for the considerable contribution he has made to the ICB and our wider system since he joined the organisation in April 2023.
7. Matthew has been succeeded as CFO by Alastair Groom pending a substantive appointment being made later in the year. Alastair has been the ICB's turnaround director for the last 12 months and has considerable finance experience and expertise.

Planning

8. NHS England's planning guidance was published at the end of January 2025. Considerable work has been ongoing since within the ICB and across the wider system to develop the final system plan which will need to be submitted at the end of March 2025 in line with NHSE requirements.
9. The annual planning round is always challenging, and this is particularly the case this year given the overall economic climate and the significant operational and financial pressures facing the NHS. I am pleased, therefore, that as a system we have been able to build on the learning from last year which has influenced the design of the approach this year. A key component of this

was the development of the System Planning Leadership Group which was established last autumn and includes representation from primary care and public health along with the planning leads from our 5 provider trusts. It is chaired by Hannah Iqbal, Chief Strategy, Digital and Transformation Officer.

10. We will provide a detailed verbal update regarding planning at the Board meeting reflecting the work that is ongoing and feedback from our presentation to the Southeast Regional Leadership Team meeting on 27 February 2025.

Independent Mental Health Homicide Review

11. On 12 February 2025 the Prime Minister announced that there will be a judge-led public inquiry into the deaths of Barnaby Webber, Grace O'Malley-Kumar and Ian Coates. They died following being attacked by Valdo Calocane who is now detained in a high secure hospital under the provisions of Sections 37/41 of the Mental Health Act following being convicted of manslaughter on the grounds of diminished responsibility. The inquiry is likely to result in significant findings in relation to mental health services in general. The ICB will therefore follow developments closely. The full letter from NHSE can be found [here](#)
12. I am pleased to note that all three of our acute trusts have declared full compliance with the Year 6 Maternity (and perinatal) Incentive Scheme, M(P)IS. NHS Resolution's scheme continues to support safer maternity and perinatal care by driving compliance with ten Safety Actions, all of which support the national maternity ambition to reduce the number of stillbirths, neonatal and maternal deaths, and brain injuries. In declaring full compliance, the trusts will each receive 10% of their maternity CNST contribution back. I would like to pass on my thanks to the trusts and our ICB team who have been committed to achieving full compliance this year.
13. We are working with our partners across the Reading Safeguarding Partnership in support of a Joint Targeted Area Inspection (JTAI) of our multi-agency response to children, including unborn children, who are victims of domestic abuse in Reading. This follows our previous involvement in February of a SEND thematic review of children who are not in education across the West Berkshire Local Authority footprint, part of the Department of Education's thematic review schedules. This month we will also be working alongside our partners in the Wokingham Borough Council as part of their inspection of adult social care.

Healthwatch Buckinghamshire's report on Young Peoples' experiences of accessing GP care.

14. In January our Healthwatch Buckinghamshire looked at independent access to GP Care for young people (14-20 years of age). They spoke with the Youth Voice Bucks Executive Committee to learn from young people's experiences and understand the topics that mattered to young people. From the report the ICB received a request to respond to their recommendations and, at time of writing, this is being addressed. The full report can be found [here](#)

Changes to the GP contract 2025/26

15. The ICB, along with GP Practices in England and Primary Care Networks Clinical Directors received a letter from NHSE in relation to changes to the GP contract in 2025/26. The letter

explains that the consultation on changes to the GP contract for 2025/26 has now concluded and outlines the final arrangements for the upcoming financial year. It can be found [here](#).

Oxford Academic Health Partners

16. I am pleased to report that in my capacity as ICB CEO I have been invited to join the board of Oxford Academic Health Partners (OAHP) which is the Academic Health Science Centre (AHSC) for Oxford. It is one of only 8 AHSCs across the country. AHSCs are regional partnerships bringing together expertise from universities and NHS organisations with the aim of improving health and care services through translating early scientific discoveries into benefits for individual patient and local and national populations.
17. The ICB is now represented on the OAHP board which is chaired by Sir Jonathan Montgomery and met most recently on 21 February 2025. Its membership includes the CEOs of Oxford Health, Oxford University Hospitals and the Health Innovation Network together with senior representation from the University of Oxford, Oxford Brookes University and the two Oxford hosted biomedical research centres.
18. The OAHP is therefore an important component of the BOB system's research and innovation ecosystem and has an important role to play in helping to harness the local academic capability to help transform health and care services.

Integrated Care Board – our people

Change Programme

19. On 29 April 2024 the organisation launched a staff consultation on a proposed new structure and operating model. During the consultation period there was significant feedback that the operating model was not clear in what it was proposing. It was decided, following board approval, that the operating model and proposed structures would be re-worked, and the consultation would be re-launched.

The consultation re-launched on the 8 July 2024 and closed on 4 August 2024. The ICB engaged with partners for their feedback about the draft Operating Model from 11 July to 4 August 2024.

At time of writing, the ICB are currently progressing the voluntary and compulsory redundancy process whilst supporting staff looking at suitable alternative employment and looking at recruitment to positions.

Organisational Development

20. As CEO I am determined to make the ICB an organisation that is truly inclusive and embraces diversity in all its manifestations. With this in mind I am delighted to report that we have partnered with the charity, Race Equality Matters, to develop an anti-racist programme. It is a highly respected charity that is already working with a number of our system partners and will provide us with an independent, objective audit identifying areas where the ICB needs to improve in order to become an anti-racist organisation.
21. The partnership was formally launched on 4 February 2025 as part of a Race Equality week webinar hosted by Yasmin Mahmood, Head of Equality, Diversity and Inclusion, and Joe Smart, Associate Director of Organisational Development.

22. I am also extremely grateful to the leaders of our Care Network for helping design the programme.

Chief Officer updates

Chief Delivery Officer

23. Oxfordshire Mental Health Contract

Several Oxford Health NHS FT (OHFT) community and mental health contracts in Oxfordshire are ending on 31/03/2025. This offered an opportunity to streamline current arrangements reducing the number of contracts between BOB ICB and OHFT from five to one. This will be more aligned to how other NHS Trusts are contracted within BOB, reduce transactions and simplify contract management arrangements. To further reduce transactions and enable time for transformation, already underway, the contract will be awarded for a 7-year (plus 3) period.

This work is a culmination of partnership working between providers (including voluntary sector) and NHS/Oxfordshire County Council joint commissioners. Various plans and workstreams have developed, overseen by governance arrangements proportionate to the contract value and range of services. From April, it offers an exciting opportunity for us to work as a system, tailoring services to people's needs and transforming models of care to focus on delivering the best value mental health and community services. In line with the revised approval processes for contracts agreed at the System Productivity Committee the board are asked to note the award of this contract from the 01 April 2025.

Chief Medical Officer

24. More than 100 frontline NHS staff were joined by NHS England directors in Reading on Tuesday 25 February 2025 to have their say on what they want to see from the Government's 10 Year Health Plan at a Change NHS event.
25. Joining staff in Reading were Bola Owolabi, Director of Healthcare Inequalities for NHS England, Anne Eden, South East Regional Director and Dr Tim Caroe, South East Director of Primary Care, who also visited the award-winning Brookside Group Practice surgery in Earley where the team have been transforming patient care through a range of digital improvements.
26. In addition, a group of 20 patients and patient representatives from across the BOB area attended a co-production workshop in Henley-on-Thames, on Friday 28 February 2025, to help design communications messages which explain triage and the roles of health professionals who work in general practice.
27. The workshop heard from a number of GP surgery staff, while patients offered feedback on the resources and materials currently available and how they could be improved, and suggested communication channels to better reach the public

Chief Nursing Officer

28. Further to the publication of The Royal College of Nursing (RCN) report 'On the Frontline of the UK's Corridor Care Crisis' in January 2025, the oversight of our patients in treatment escalation spaces (TES) continues and we have worked with colleagues at NHS England to visit all three trusts. The learning from the visits has been captured and key themes have been pulled together and will be shared across the system and our Southeast region.
29. Thank you to the Royal Berkshire Hospital NHS Trust who hosted our third senior nursing and midwifery leadership event in January. The event brought together 30 leaders who heard about

the valuable work being done to develop our community nursing programme nationally, and how we can develop this work locally and the national learning disability lead presented on changes to the LD nursing programme. All of this is invaluable in responding to the requirements of developing our community strategy.

30. As part of the requirements of the national Paediatric Hearing Services Improvement Programme we have established a System Oversight Group to monitor and track progress of the improvement work.

Chief Strategy, Digital and Transformation Officer update

31. Papers relating to specialised commissioning and planning form part of the agenda items.

Chief Finance Officer update

32. At M10, BOB ICS aggregate deficit for the system is -£53.4m Year To Date (YTD). The Full Year outturn is -£31.1m deficit.

- The underlying position for the ICB has improved month-on-month whilst deteriorating for 2 main in-system providers, mainly due to a combination of slippage in cost improvement plans and overspend in non-pay.
- The headline numbers include the Elective Recovery Fund (ERF) cap variance due to increased 65 week wait backlog clearance in Q4 to minimise breaches by 31 March 2025. The adverse variance is a result of a national cap introduced in January 2025 based on April to August actual activity extrapolated to a full year position.
- Pressures continue to be seen on prescribing budgets, Section117 Mental Health packages of care and High-Cost Drugs & Devices.
- M10 position is closely analysed to ensure recurrent and non-recurrent commitments are reflected in the 2025/26 plan appropriately

Chief People Officer update

OD Plan

33. The OD plan designed and agreed in November 2024 is currently in 'delivery' phase with several initiatives and approaches being launched in Q4 of 2024/25. A summary is presented below:

- Launch of the ICB anti-racist programme in partnership with Race Equality Matters.
- A bespoke support and training package for executives
- A bespoke training package for senior leaders
- Launch of Kindness into Action training for BOB ICB staff
- Continuing promotion of the Buckinghamshire Academy coaching resources, which the ICB has access to until October 2025.
- Launch of the Personal Development Review (PDR)/Appraisal season
- Senior Leadership Network
- Launch of the 2024 Staff Survey results

Generated Date		05 Mar 2025 09:04																						
Risk Criteria		Project: CCB Board Assurance Framework (BAF) Risk Area: BOB ICB Strategic Risks/Board Assurance Framework BAF																						
Very High																								
Prfx	Refere	Risk Title and Ownership	Risk Description	Inherent Score	Residual Score	Target Score	Directorate / Governance Group / Assurance	BOB ICB Core Objectives	Risk Area	Location	ICS Risk	Review Status	Risk Review	Last Review Actual Date	Detail	Closed	Controls	Score	Score Text	Detail	Actions	Closed	Flagged for 'Deep Dive'	
BOB002	1154	Risk Title: Financial Sustainability Risk Owner: Alistair Crowe Directorate Lead: Claire Howell Created: 17 Nov 2022	As a result of the BOB Integrated Care System unable to manage its expenditure within its available resource. There is the risk of a fall in net income to financial plan and financial targets. This is the risk of the BOB not being able to deliver its financial plan and financial targets. This is the risk of the BOB not being able to deliver its financial plan and financial targets. This is the risk of the BOB not being able to deliver its financial plan and financial targets.	Very High (4.4-5)	Very High (4.4-5)	High (4.4-5)	Directorate Finance Primary Responsible Governance Group: System Productivity	Improve outcomes, Tackle inequality, Enhance productivity, Social and economic development	BOB ICB Strategic Risks/Board Assurance Framework BAF			Open	02 Oct 2024	02 Oct 2024	NHS Finance services implemented across all organisations within the system. NHS Finance services implemented across all organisations within the system. NHS Finance services implemented across all organisations within the system. NHS Finance services implemented across all organisations within the system. NHS Finance services implemented across all organisations within the system.			0.5	Adequate	System financial recovery plans being developed for discussion with NHS Finance. NHS Finance services implemented across all organisations within the system. NHS Finance services implemented across all organisations within the system. NHS Finance services implemented across all organisations within the system. NHS Finance services implemented across all organisations within the system.	05 Apr 2024		No	
BOB004	1156	Risk Title: Access to Services Risk Owner: Matthew Tail Directorate Lead: Ben Gattlin Created: 17 Nov 2022	As a result of the BOB health and care system being unable to achieve the realisation of NHS services in its 2024-25 profile and operational planning guidance. There is the risk of the populations of BOB not being able to access services and treatment. Resulting in poorer health outcomes for people across BOB.	Very High (4.4-5)	Very High (4.4-5)	High (4.4-5)	Directorate Delivery Primary Responsible Governance Group: Population Health and Patient Experience Committee	Improve outcomes, Tackle inequality	BOB ICB Strategic Risks/Board Assurance Framework BAF			Open	26 Feb 2025	26 Feb 2025	NHS assurance and oversight.			1	Substantial	Additional UEC recovery plans requested for DIT & DCHT. Additional UEC recovery plans requested for DIT & DCHT. Additional UEC recovery plans requested for DIT & DCHT. Additional UEC recovery plans requested for DIT & DCHT. Additional UEC recovery plans requested for DIT & DCHT.	05 Apr 2024		No	
BOB009	435	Risk Title: ICS Workforce Risk Owner: Daniela Cavallone Directorate Lead: Sarah Covert Created: 20 Jun 2023	As a result of NHS BOB ICB does not work with system partners to ensure an appropriate and affordable NHS workforce. There is the risk of the BOB not being able to deliver safe and effective services. Resulting in patients and functions across BOB Integrated Care System not receiving the services that they need.	Very High (4.4-5)	Very High (4.4-5)	High (4.3-12)	Directorate People Primary Responsible Governance Group: HR	Improve outcomes, Tackle inequality, Enhance productivity, Social and economic development	BOB ICB Strategic Risks/Board Assurance Framework BAF			Open			Review of the System People Governance Structure.			0.5	Adequate	New CPO reviewing approach with system partners to ensure alignment to system priorities and developing longer term People/Workforce Plan. New CPO reviewing approach with system partners to ensure alignment to system priorities and developing longer term People/Workforce Plan. New CPO reviewing approach with system partners to ensure alignment to system priorities and developing longer term People/Workforce Plan.			No	
BOB001	1153	Risk Title: Health Inequality Risk Owner: Ben Price Directorate Lead: Steve Goldsworthy Created: 17 Nov 2022	As a result of the BOB unable to integrate and lead effectively with its system partners in relation to improving health outcomes and reducing health inequalities. There is the risk of the BOB not being able to deliver safe and effective services. Resulting in poorer outcomes and failure to support broader social and economic development.	High (4.4-5)	High (4.4-5)	Medium (7.0-9)	Directorate Medical Primary Responsible Governance Group: Population Health and Patient Experience Committee	Improve outcomes, Tackle inequality, Enhance productivity, Social and economic development	BOB ICB Strategic Risks/Board Assurance Framework BAF			Open	05 Feb 2025	05 Feb 2025	The setting in place of agreed outcomes as defined in JPI & Integrated Care Strategy to tackle health inequalities through Place and clinical programmes. The setting in place of agreed outcomes as defined in JPI & Integrated Care Strategy to tackle health inequalities through Place and clinical programmes. The setting in place of agreed outcomes as defined in JPI & Integrated Care Strategy to tackle health inequalities through Place and clinical programmes.			0.5	Adequate	Place development of plans for use of 10 function. Place development of plans for use of 10 function. Place development of plans for use of 10 function. Place development of plans for use of 10 function. Place development of plans for use of 10 function.			In-depth review undertaken / Reported to CRMG	
BOB005	1157	Risk Title: Transformation Risk Owner: Hannah Lloyd Directorate Lead: Robert Covert Created: 17 Nov 2022	As a result of the BOB unable to establish and lead a system-wide approach and culture of transformation. There is the risk of the BOB not being able to deliver safe and effective services. Resulting in poorer outcomes and failure to support broader social and economic development.	Very High (4.4-5)	High (4.4-5)	Medium (7.0-9)	Directorate Strategy and Partnerships Primary Responsible Governance Group: Strategy, Digital and Transformation	Improve outcomes, Tackle inequality, Enhance productivity, Social and economic development	BOB ICB Strategic Risks/Board Assurance Framework BAF	BOB Wide	No	Open	05 Sep 2024	05 Sep 2024	Integrated Care Strategy agreed.			1	Substantial	Development of Place moving to agreed outcomes.	02 Aug 2023		No	
BOB006	1158	Risk Title: Safety, Safeguarding and Quality, Risk Owner: Rachel Core Directorate Lead: Heidi Beckett Created: 17 Nov 2022	As a result of the BOB does not have the correct safeguarding and quality assurance mechanisms in place. There is the risk of it may fail to identify safeguarding risk and maintain or improve the quality and safety of patient services. Resulting in poor patient care and experience and potential harm and non-compliance of statutory duty of the ICS.	High (4.4-5)	High (4.4-5)	Medium (6.0-8)	Directorate Nursing Primary Responsible Governance Group: Safeguarding	Improve outcomes, Tackle inequality	BOB ICB Strategic Risks/Board Assurance Framework BAF			Open	25 Feb 2025	25 Feb 2025	Operational and system quality impact embedded.			0.5	Adequate	a) Redesign of monthly quality Dashboard - April 2023 - 1st quarter. a) Redesign of monthly quality Dashboard - April 2023 - 1st quarter. a) Redesign of monthly quality Dashboard - April 2023 - 1st quarter. a) Redesign of monthly quality Dashboard - April 2023 - 1st quarter. a) Redesign of monthly quality Dashboard - April 2023 - 1st quarter.	02 Aug 2023		No	
BOB007	1159	Risk Title: Working in Partnership Risk Owner: Matthew Tail Directorate Lead: Matthew Tail Created: 17 Nov 2022	As a result of BOB does not develop effective partnerships across place, system and beyond. There is the risk of it will be unable to respond to the needs of patients and public across BOB. Resulting in poor opportunities to lead the right care at the right place and at the right time to address the full range of people's needs.	High (4.4-5)	High (4.4-5)	Medium (6.0-8)	Directorate Delivery Primary Responsible Governance Group: System and Place Development Committee	Improve outcomes	BOB ICB Strategic Risks/Board Assurance Framework BAF			Open	16 Jul 2024	16 Jul 2024	NHS assurance and oversight.			1	Substantial	Specific agenda items on Quarterly NHS Review meeting to be of Partnership Development. Specific agenda items on Quarterly NHS Review meeting to be of Partnership Development. Specific agenda items on Quarterly NHS Review meeting to be of Partnership Development.	16 Jul 2024		In-depth review undertaken / Reported to CRMG	

BOE008	1100	Risk Title: Workforce Risk Owner: Sandra Grant Directorate Lead: Sandra Grant Created: 17 Nov 2022	As a result of the care system within the BCG geography is unable to attract and retain a suitably qualified workforce. There is the risk of there is a possibility that there will be an inability to deliver key ICS business objectives due to the potential failure to retain capacity and expertise at ICS workforce levels as we go forward with the development of ICS working at place and within the wider system. Resulting in impact on staff resilience, wellbeing and key deliverables of the Long Term Plan and business continuity.	High (H-3+)	High (H-3+)	Medium (M-2+)	Directorate People Primary Responsible Governance Group: Audit and Risk Committee	Improve outcomes, Tackle inequality, Enhance productivity	BOB CB Strategic Risk/Board Assurance Framework BAF	Open	21 Nov 2024	Build targeted recruitment strategies that align workforce planning with long-term business changes.	1	Substantial	Review of current recruitment and Mental Health Collaborative	18 Jul 2024	No
				0.5	Adequate	Implementation of new Operating Model							18 Jul 2024				
				0.5	Adequate	Specific agenda item on Quarterly WISE Review meetings to look at Partnership Development							23 Feb 2024				
				0.5	Adequate	Update at IPDG Committee, meeting on Partnership working / Acute Provider Collaborative and Mental Health Collaborative							10 Dec 2024				
0.5	Adequate	Single Phase focus at every Board meeting	10 Dec 2024	Development of a new insurance & energy framework	12 Nov 2024												

Medium	Praks	Reference #	Risk Title and Ownership	Risk Description	Inherent Score	Residual Score	Target Score	Directorate / Governance Group / Assurance	BOB CB Core Objectives	Risk Area	Location	ICS Risk	Review Status	Risk Review	Last Review Actual Date	Detail	Controls	Score	Score Text	Detail	Actions	Closed	Flagged for 'Deep Dive'
BOE002	1100	Risk Title: Resilience Risk Owner: Matthew Tate Directorate Lead: Hannah Mills Created: 17 Nov 2022	As a result of the BCG health and care system's lack resilience to respond to significant incidents, events and emergencies there is the risk of services to the population of BCG will be affected. Resulting in poorer health outcomes for people across BCG.	High (H-3+)	Medium (M-2+)	Medium (M-2+)	Directorate Quality Primary Responsible Governance Group: Audit and Risk Committee	Improve outcomes, Tackle inequality, Enhance productivity	BOB CB Strategic Risk/Board Assurance Framework BAF	Open						NICE EPPI Standards and Review	1	Substantial	Following South Review and Core Standards Review, a work plan for 2025/26 to be produced	12 Nov 2024	No		
																	0.75	Substantial	Review through Audit and Risk Committee			23 Feb 2024	
																	0.5	Adequate	Production of Annual Report to Board			10 Dec 2024	
																	0.5	Adequate	Robust risk and capability management in partnership with stakeholders - LRP and LPRP			10 Dec 2024	
																	0.5	Adequate	IPDG work programme, Directorial patient risks			10 Dec 2024	
0.5	Adequate	Internal Business Continuity Management System	10 Dec 2024	Reviewing skills shortages and taking a system wide approach to increasing supply.	12 Nov 2024																		