

AF28	Provider Workforce	16	8
QPC	There is a risk that provider workforce constraints may impact on the ability of providers to deliver, leading to sub-optimal care.	Manager: Helen Ward Date opened: 02/07/2019 Target date: 31/12/2020	Focus for providers and CCGs supported by the BOB Workforce programme has been to redeploy staff to support COVID response, vaccination programme and critical clinical services; this has included NHS returners and volunteers.
AF32	Use of Resources	16	12
FIN	There is a risk that cost pressures against OCCGs allocation will lead to non-delivery of the CCG statutory financial duty and NHSE business rules. This would impact on future sustainability and viability and impact on providers and service delivery	Manager: Gareth Kenworthy Date opened: 23/08/2019 Target date: 31/03/2020	CCG has a draft H1 21/22 plan with a £1.5m deficit. This is due to investment commitments not funded in the allocation. The CCG does not hold a contingency reserve within the plan. The H1 deficit will need to be mitigated through non-recurrent means in year. Plans to close the anticipated H2 (and beyond) deficit through savings initiatives and disinvestment are to be commenced.
AF34	Impact of non-delivery of phase 3 recovery trajectory	12	8
QPC	There is a risk that Oxfordshire will not meet the NHS phase 3 recovery trajectories we have set and that we could have more patients waiting 52 weeks than forecast.	Manager: Helen Ward Date opened: 23/08/2019 Target date: 31/08/2020	The CCG is working with providers to mitigate the impact of non-delivery and minimise harm. The CCG is working towards a harm minimization process. The CCG is working with providers on recovery plans to triage and risk stratify the backlog using the Royal Colleges recommended priorities P1-4 as well as identify and treat the long waiting patients. Harm reviews are carried out at 40 weeks for all patients (OUH).
AF35	COVID-19 impact on business as usual	16	4
QPC	There is a risk the Oxfordshire healthcare system may be unable to balance the needs of patients with Covid-19 with those without Covid-19 in order to deliver safe & effective care which may lead to patient harm.	Manager: Helen Ward Date opened: 21/04/2020 Target date: 31/12/2020	A prioritisation process was agreed which set out the essential BAU and service impacting areas for the CCG to focus on during the latest surge. A priority during the second wave was to maintain services and prior levels have returned in primary care and services maintained in outpatients, community and mental health wherever possible. Increased focus on inequalities is proactively directing recovery plans.
AF33	CCG Organisational Change	12	9
EXEC	There is a risk that organisational change to the CCG may impact on the organisation's ability to continue to deliver the business/statutory duties	Manager: Catherine Mountford Date opened: 23/08/2019 Target date: 31/03/2021	The CCG Director teams in the three BOB CCGs are working with the joint AO to align work wherever possible to maximise capacity. Continuing joint working with partners in Oxfordshire on agreed priorities. Publication of White Paper gives clear direction of travel.

AF29	Cybersecurity
FIN	Poor cybersecurity leaves OCCG at risk of cyber attack. This can result in data loss, ransom, denial of service, business continuity impacts and a barrier to data sharing. The consequences can be financial, operational, reputational and regulatory.

16
 Manager: Cecile Coignet
 Date opened: 01/07/2019
 Target date: 03/08/2020

8 Vulnerabilities have been identified. An action plan has been developed and adopted by the system group (ODSG). Progress on the action plan is reported to ODSG as joint delivery is required due to the shared network infrastructure.

AF30	Implementation of Digital Solutions
FIN	Risk that we do not implement digital solutions to provide a complete single shared care record for Oxon. The consequence of this is that the benefits of delivering integrated person and population centred care aren't realised to their potential.

16
 Manager: Cecile Coignet
 Date opened: 01/07/2019
 Target date: 03/08/2020

8 HIE available and being used in OUH and GP practices. Programme Plan in place to implement other parts of the records as well as HealthIntent (the PHM system) System governance arrangements established with the Oxfordshire Digital Steering Group (ODSG) having oversight of programme delivery, enabling the necessary buy-in for implementation and adoption. Primary care and OUH data now live in HIE. Funding is in place to progress introduction of OH and OCC data and the implementation of HealthIntent.

AF31	Integrated System Risk
OPCCC	Risk the system doesn't work effectively together requirements of the Long Term Plan won't be delivered. Implications are that we may not be able to ensure the delivery of services to meet population need & that the funding we can attract is limited.

12
 Manager: Jo Cogswell
 Date opened: 01/07/2019
 Target date: 31/12/2020

8 Building on the way we worked together to respond to COVID we are strengthening our system approach into recovery with a focus on agreed priorities. Plans to deliver the requirements of the Phase 3 recovery letter are being managed to ensure delivery. This will inform our ongoing development of the ICP.