

OXFORDSHIRE CLINICAL COMMISSIONING GROUP BOARD

Date of Meeting: 26 September 2019	Paper No: 19/59
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Title of Paper: OCCG Strategic Risk Register

Paper is for: <small>(please delete tick as appropriate)</small>	Discussion ✓	Decision ✓	Information	
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Conflicts of Interest <small>(please delete tick as appropriate)</small>	
This is the proposed new Strategic Risk Register for OCCG that identifies any risks, threats and opportunities across all business activities in the CCG.	
No conflict identified	✓
Conflict noted: conflicted party can participate in discussion and decision	
Conflict noted, conflicted party can participate in discussion but not decision	
Conflict noted, conflicted party can remain but not participate in discussion	
Conflicted party is excluded from discussion	

Purpose and Executive Summary: This paper is the Executive summary of OCCG’s new Strategic risks after being refreshed and approved at the last Board meeting.

- As agreed at Board meeting in July, there are now 7 new Strategic risks – all of them are in the High/Amber risk category (risk score between 12 -19).
- The System management of each risk is displayed below their risk reference number in the Executive Summary.

For reference, link to the proposed Strategic risk submitted to Board in July 2019:
<https://www.oxfordshireccg.nhs.uk/documents/meetings/board/2019/07/2019-07-25-Paper-19-47-Proposed-New-Strategic-Risk-Register.pdf>

Update on the Operational Risk register: No Extreme/Red risks (risk score ≥ 20).

- The Operational risk register is currently under review and project level risks and Issues are discussed as part of the OCCG-wide SMT meeting.
- The two Extreme/Red risks: 797 on *A&E Four Hour Wait* and 798 on *Performance of RTT & Cancer NHS Constitution Standards* have now been closed as risks and are recorded as Issues in Performance reports.

For reference: OCCGs risk grading matrix:

Consequence	Likelihood					Summary Colour code	
	1	2	3	4	5	Risk grading	Risk score
	Rare	Unlikely	Possible	Likely	Almost certain		
5 Catastrophic	5	10	15	20	25	Low risk	1 – 4
4 Major	4	8	12	16	20	Moderate risk	5 – 11
3 Moderate	3	6	9	12	15	High risk	12 – 19
2 Minor	2	4	6	8	10	Extreme risk	20 – 25
1 Negligible	1	2	3	4	5		

Engagement: clinical, stakeholder and public/patient: OCCG engages with Board and its sub-committees as well as with all OCCG Directors via the bi-monthly 'Directors Risk Review meeting' to discuss its risks.

Financial Implications of Paper: Risk Registers identify risks; threats and opportunities and the steps proposed to mitigate these risks.

Action Required: The Board is asked to review the Executive Summary of the new Strategic Risk Register.

OCCG Priorities Supported (please delete tick as appropriate)

✓	Operational Delivery
✓	Transforming Health and Care
✓	Devolution and Integration
✓	Empowering Patients
✓	Engaging Communities
✓	System Leadership

Equality Analysis Outcome: The risk management process enables equality and diversity related risks to be identified, evaluated, analysed and reported across the CCG.

Link to Risk: This paper is the Executive Summary of OCCG's Strategic Risk Register.

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Date of Paper: 09 September 2019

AF28	Workforce
EXEC	There is a risk that workforce constraints may impact on the ability of providers to deliver, leading to sub-optimal care.

16
 Manager: Sula Wiltshire
 Date opened: 02/07/2019
 Target date: 31/12/2019

8
 Workforce challenges and actions are overseen in the Local Workforce Action Board (LWAB) which operates at STP-level. The actions are system-based and require commitment and drive from all stakeholders. Some challenges are based on external economical and housing factors.

AF29	Cybersecurity
ISDB	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: Gareth Kenworthy
 Date opened: 01/07/2019
 Target date: 03/08/2020

8
 Work has been done map and understand current vulnerabilities and an action plan is being drawn up to address these.

AF30	Implementation of Digital Solutions
ISDB	Risk that we do not implement digital solutions to provide a 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: Gareth Kenworthy
 Date opened: 01/07/2019
 Target date: 03/08/2020

8
 System governance arrangements include the Oxfordshire Digital Steering Group (ODSG) reporting to the ISDB. ODSG will have oversight of programme delivery, enabling the necessary buy-in for implementation and adoption. The technical solutions are available to Oxfordshire but next steps require agreement from data controllers to share and 'on-board' patient data into the solutions.

AF32	Use of Resources
	There is a risk that Oxfordshire will not deliver comprehensive services if resources (money and people) are not used optimally leading to poorer health outcomes.

16
 Manager: Catherine Mountfor
 Date opened: 23/08/2019
 Target date: 31/03/2020

12
 ISDB(Integrated System Delivery Board) as a subgroup of the Health and Wellbeing Board, are overseeing agreement and delivery of joint priorities. Progress being made to recruit to an ICP Managing Director and agree transition path.

AF33	CCG Organisational Change
	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

12
 Manager: Catherine Mountfor
 Date opened: 23/08/2019
 Target date: 31/03/2020

9
 Agreed joint Director team. Reviewing approaches to manage priorities and workload. Continued support offer and communication with staff to address concerns.

AF34	Delivery
	Non-compliance with business rules or national targets as a result of lack of resources. Issues of A+E performance including DTOC, RTT/52 Weeks, improving access to psychological therapies, 62 day Cancer targets not meeting target.

12

Manager: Diane Hedges

Date opened: 23/08/2019

Target date: 31/03/2021

8

Alongside managing the known issues on national performance standards we are working to improve resilience and responsiveness in the key challenged areas:

Urgent care management is suboptimal and needs stronger system leadership through an ICP approach

Cancer performance management needs to be strengthened across all indicators through Thames Valley Alliance

Ensure Mental health services deliver a high quality safe service within the known resource constraints agreed by the system

Ensure our elective care and LTC pathways address benchmarked suboptimal care and performance challenges based on agreed priorities of transformation of outpatients, demand management and addressing clinical variation.

AF31	System Risk
ISDB	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: 24/08/2020

8

Programme of work to establish integrated care partnership for Oxfordshire. System focus accross health and care to collaboratively work to identify and address population need.