

## ICB Primary Care Commissioning Committee

<b>Date of meeting</b>	13 June 2024
<b>Title of paper</b>	Primary Care Commissioning Committee - Risk Management Report
<b>Presented by</b>	Claire Moore, Head of Risk, Assurance and Delivery
<b>Author</b>	Claire Moore, Head of Risk, Assurance and Delivery
<b>Agenda item</b>	8
<b>Confidential</b>	No

### Executive summary

The purpose of this report is to provide the Primary Care Commissioning Committee (PCCC) with an update on risk management activity in relation to risks specific to the business of the committee, since the last report presented in March 2024.

The paper also provides an update on the arrangements to support the implementation of the ICB's revised Risk Management Strategy and Policy (2024 – 2027) [LSC ICB Risk Management Policy](#) which was approved by the board at its meeting in March. Following this, work is underway to support the transition to a single risk management framework and organisational wide operational risk register (ORR), which will provide a single repository for all risks held by the ICB.

The report includes updates on the open risks held by the committee as well as new risks which have been approved by the Executive Management Team (EMT) for inclusion on the Operational Risk Register (ORR):

- **Risk ID ICB038: High levels of oral health issues (dental caries).** There is a risk that the prevalence of dental caries will deteriorate and that the underlying level of oral health will deteriorate putting additional pressure on access to routine dental care and other dental services available in primary and secondary care.

The risk is currently scored as “**16**” (consequence 4 x likelihood 4 with a target risk score of “**8**” (C4 x L2) by 31 March 2026; the actions to mitigate the risk are summarised within the report.

- **NEW Risk ID ICB044: GP Contract 2024/25 dispute – potential industrial action** There is a risk that general practitioners may take industrial action because the British Medical Association (BMA) have written to all ICBs to advise that 99.2% of their GP and GP registrar members rejected the 2024/25 contract changes which have subsequently been nationally imposed from 1<sup>st</sup> April.

The risk has been opened with a score of “16” (**C4 x L4**) with a target risk score of “8” (**C4 x L2**) by 31 March 2025; the risk meets the threshold for oversight through the PCCC and the actions to mitigate the risk are detailed within the report.

At the committee meeting in March, members were asked to note the work underway in relation to primary care incident reporting; a new risk has now been approved for entry onto the ORR with joint Senior Responsible Officers (SROs) from both the Quality and Primary Care Directorates, and with oversight through the ICB’s Quality Committee:

- **NEW Risk ID ICB050: Ability of the ICB to effectively identify and respond to quality concerns in primary care.** There is a risk that the ICB is not sighted on or managing effectively, the quality of care delivered by Primary Care. This could adversely impact safety, experience, outcomes, clinical effectiveness and the ICB’s ability to meet its statutory responsibilities in relation to quality oversight.

The risk has been opened with a score of “16” (**C4xL4**) and a target risk score of “8” (**C4xL2**) by 31 March 2025. Actions to mitigate the risk are highlighted within the report.

Following the last update to the committee, work has taken place to support the PCCC’s Groups align their risk process to the ICB’s risk management framework and ensure a consistent approach to identifying, managing and reporting risks relating to the work of the Groups. The PCCC will now have visibility of those risks through the Group Escalation Reports.

Whilst work is underway to transition to the new organisational wide operational risk register, members can access details of the risks currently held on the ICB’s corporate risk register here: [Corporate Risks](#)

### Advise, Assure or Alert

**The report is to advise the committee of the** management and oversight of risks held on the ORR relating to the business of the committee and the risk management activity undertaken during the reporting period.

### Recommendations

The Primary Care Commissioning Committee is requested to:

- **Note** the contents of the report;
- **Note** the work underway to support the implementation of the ICB’s revised Risk Management Strategy and arrangements to transition to a single risk management framework and organisational-wide operational risk register;
- **Note** the new risks approved for inclusion on the ORR;
- **Note** the reporting of risks arising from the work of the PCCC’s Groups.

Which Strategic Objective/s does the report contribute to		Tick
1	Improve quality, including safety, clinical outcomes, and patient experience	✓
2	To equalise opportunities and clinical outcomes across the area	✓

3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	
4	Meet financial targets and deliver improved productivity	
5	Meet national and locally determined performance standards and targets	
6	To develop and implement ambitious, deliverable strategies	

### Implications

	Yes	No	N/A	Comments
Associated risks	X			Outlined in the report
Are associated risks detailed on the ICB Risk Register?	X			Outlined in the Appendices
Financial Implications				

### Where paper has been discussed (list other committees/forums that have discussed this paper)

Meeting	Date	Outcomes
<b>Executive Management Team</b>	Monthly	Endorsed the actions and recommendations outlined in the report.

### Conflicts of interest associated with this report

Not applicable

### Impact assessments

	Yes	No	N/A	Comments
Quality impact assessment completed			X	
Equality impact assessment completed			X	
Data privacy impact assessment completed			X	

<b>Report authorised by:</b>	Debra Atkinson, Company Secretary/Director of Corporate Governance
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# ICB Primary Care Commissioning Committee

## 13 June 2024

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### Primary Care Commissioning Committee Risk Management Update Report

#### 1. Introduction

- 1.1 This report provides an update on risk management activity undertaken in relation to risks held on the Integrated Care Board's (ICB) Risk Register specific to the business of the Primary Care Commissioning Committee (PCCC) since the last report presented in March.
- 1.2 The report also provides an update on the arrangements to support the implementation of the ICB's revised Risk Management Strategy and Policy (2024 – 2027) [LSC ICB Risk Management Policy](#) following the board's approval, and the work underway to support the transition to single risk management framework and organisational wide operational risk register.

#### 2. Review of ICB's Risk Management Strategy and Policy

- 2.1 At its meeting in March, the board approved its revised Risk Management Strategy and Policy (2024-2027). To support its implementation, work has been undertaken to align the ICB's risk management systems and processes to enable the transition to a single risk management framework enabling a systematic and consistent integrated framework for risk management across the ICB.
- 2.2 Whilst the reporting of assurance on the management of strategic risks i.e. those impacting on the achievement of the ICB's strategic objectives, will continue to be presented to the board through the Board Assurance Framework (BAF), operational risks i.e. those identified as a result of the day-to-day activities of the ICB, will be assessed, and based on the severity and likelihood of the risk, will be monitored through either functional or corporate oversight.
- 2.3 The risks relating to the business of the PCCC have been aligned to the revised policy and will continue to receive corporate oversight through the risk management reports provided to the committee.
- 2.4 Whilst work is underway to transition to the new organisational wide operational risk register, members can access details of the current risks held on the Corporate Risk Register here: [Corporate Risks](#)

### 3. Risk Activity and Monitoring

3.1 The following new risk has been approved during the reporting period (provided in full at Appendix A):

**Risk ID ICB044: GP Contract 2024/25 dispute – potential industrial action** There is a risk that general practitioners may take industrial action because the British Medical Association (BMA) have written to all ICBs to advise that 99.2% of their GP and GP registrar members rejected the 2024/25 contract changes which have subsequently been nationally imposed from 1<sup>st</sup> April.

3.2 The risk has been opened with a score of “16” (**C4 x L4**) with a target risk score of “8” (**C4 x L2**) by 31 March 2025; the risk meets the threshold for corporate oversight through the PCCC and the actions to mitigate the risk are as follows:

- Continued engagement with Local Medical Committee (LMC) to understand local intentions in relation to industrial action;
- Engaging with ICB emergency planning team to plan for potential action;
- Developing an impact mitigation plan.

3.3 The following open risk has been reviewed:

- **Risk ID ICB038: High levels of oral health issues (dental caries)** - there is a risk that the prevalence of dental caries will deteriorate and that the underlying level of oral health will deteriorate putting additional pressure on access to routine dental care and other dental services available in primary and secondary care.

3.4 The risk is currently scored as “16” (consequence 4 x likelihood 4 with a target risk score of “8” (4 x 2) by 31 March 2026.

3.5 The risk is mitigated through a number of both short, and longer-term action plans and aligned to the delivery of the Dental Access and Oral Health Improvement Programme priority areas which are summarised below:

- Approval sought for the implementation of an investment prioritisation framework to focus resource allocation and ensure dental commissioning plans are evidence based on need and contribute towards the reduction of health inequalities (1 March 2024).
- Development of a dental “dashboard” to share access metrics across the ICB (30 September 2024).

3.6 Longer term actions include the establishment of a Dental Access and Oral Health Programme Implementation Group and, to work with Local Dental Committee and Local Dental Network to develop initiatives to support recruitment

and retention of clinical teams including support for overseas recruitment for dentists (March 2026).

#### **4. Primary Care Quality Concerns**

4.1 Following the last update to committee, a new risk has been approved for inclusion on the ORR in relation to quality concerns in primary care:

- **Risk ID ICB050:** Ability of the ICB to effectively identify and respond to quality concerns in primary care. There is a risk that the ICB is not sighted on or managing effectively, the quality of care delivered by Primary Care. This could adversely impact safety, experience, outcomes, clinical effectiveness and the ICB's ability to meet its statutory responsibilities in relation to quality oversight.

4.2 The risk has been opened with a score of "16" (C4 x L4) with a target risk score of "8" (C4 x L2) by 31 March 2025. This risk will be jointly overseen by Senior Responsible Officers (SROs) from both the primary care and quality team and updates will be reported through the Quality Committee.

#### **5. Risks relating to the Primary Care Groups**

5.1 Following the previous updates to the committee, work has taken place to support the PCCC Groups' align their risk process to the ICB's risk management framework to ensure a consistent approach to identifying, managing and reporting risks relating to the work of the PCCC's groups. The PCCC will now have visibility of those risks through the Group Escalation Reports.

#### **6. Recommendations**

6.1 The committee is requested to:

- **Note** the contents of the report;
- **Note** the work underway to support the implementation of the ICB's revised Risk Management Strategy and arrangements to transition to a single risk management framework and organisational-wide operational risk register;
- **Note** the new risks approved for inclusion on the ORR;
- **Note** the reporting of risks arising from the work of the PCCC's Groups.

Claire Moore

**Head of Risk, Assurance and Delivery**

13 June 2024