

REFERENCE	RESPONSIBLE DIRECTOR AND OPERATIONAL LEAD	RISKS	DATE IDENTIFIED	IMPACT LIKELY	TOTAL	CURRENT RISK RATING	INITIAL RISK RATING	TARGET RISK RATING	CURRENT CONTROLS	INTERNAL AND EXTERNAL ASSURANCES	GAPS IN CONTROL AND TIMESCALE FOR REMEDIAL ACTION	GAPS IN ASSURANCE AND TIMESCALES FOR REMEDIAL ACTION	ACTIONS TO BE TAKEN	ACTION END DATE	LEAD COMMITTEE / BOARD FOR DELEGATION OF ACTIONS	PROGRESS AGAINST ACTIONS
	Lead	What could happen							What controls / systems do we have in place to assist in the delivery of aims and manage / mitigate risk?	Where can we gain evidence that the controls / systems we are placing reliance on are effective internally or externally? Date and name of Committee / Board	Areas where we do not have adequate controls / systems in place or existing controls / systems are not effective	Areas where we are not receiving evidence that controls / systems are effective	Detail the actions taken			Update on actions - is the plan on track?
STRATEGIC OBJECTIVE 1 - Influence at a system level the transition to ICS, as well as effective operating arrangements for the Hull Place and clinical leadership within Hull.																
Outcomes i) A revised operating model for planning and decision-making across ICS and Humber, with clearly defined delegated functions, roles and responsibilities ii) System-wide 2021/22 financial framework developed and agreed. iii) We will have developed through collaboration with other CCGs and emerging provider collaboratives agreed accountability frameworks	Erica Daley supported by Sarah Lovell / Mike Napier	- Potential delay to legislation progressing through Parliament, leading to implementation hiatus and dual/hybrid arrangements	06/21	3	12	3	12	8	- Flexible interim transition plan and programme arrangements.	- Interim ICS and Humber governance arrangements - Joint LA and CCG Place Steering Group	None identified	None identified	- Delivery of ICS Shadow operating arrangements	Nov '21	CCG Board	Erica Daley Feb 22 - Due Diligence underway for transition of all functions. Task and Finish groups established to develop place committee operating model. Awaiting further guidance from the ICS. Colin Hurst Feb 22 - Continuing to support development of ICS, Humber and Place Engagement Model and Strategy. Erica Daley 15.12.21 - A proposed operating model for Humber Strategic Partnership has been submitted to the ICS for review. The paper includes the Hull Place Development feedback and the paper is due in January 2022. Colin Hurst Dec 21 - Supporting the development of the ICS Engagement Model. Engagement Team Continuing to support workstream sessions (Nursing and Quality 3/12). Michela Littlewood 8/12/21 Ongoing collaboration work with the DONs/ Deputy DONs Stocktakes undertaken across the following areas Safeguarding, Quality, LPS, LeDeR Patient Experience, NHS Funded Care, IPC, R&D presented back at the 8/12/21 at the weekly DONs/ Deputy DONs meeting. Regular ICS Meetings with the Interim Director of Nursing. Erica Daley 25.10.21 - CCG Self assessment completed in readiness for delegation, programme plan in development. Due diligence underway following receipt of transition documentation for CCG's. Colin Hurst Oct 21: Continuing to support workstream sessions through use of digital engagement resources, as well as facilitation of online sessions. Nursing and Quality session 7th October (online). Communications and Engagement session 21st October (face to face). Colin Hurst 16.08.21 - Supported delivery of workstreams sessions for Humber area - Nursing and Quality (25/06), Finance Contacting Procurement and Business Intelligence (02/07), Communications and Engagement (06/07), Governance Board Administration and Risk (09/07), East Riding (12/07), North Lincolnshire (13/07), North East Lincolnshire (14/07), Hull (15/07), Strategic Planning (19/07) - All sessions recorded and made available on the shared area via the staff newsletter Erica Daley 19.08.21 - Information about the above has been collated and was taken to a Humber Senior Leadership Team Time Out For review and for the development of the operating framework
STRATEGIC OBJECTIVE 2 - Facilitate strategic Humber-wide planning and transformation, focusing on quality outcomes and patient experience as the catalysts for clinically-led change																
Outcomes i) Formal establishment and functioning of in-year shadow ICS arrangements for strategic commissioning ii) We will have contributed to the development of an integrated approach to quality improvement and assurance and both ICS and Humber level iii) We will have ensured that patient and public views have contributed to the integrated commissioning process	Erica Daley supported by Debbie Lowe / Sue Lee	- Loss of focus on quality and patient outcomes during transition from CCG to formal ICS / Place arrangements and Lack of assurance and improvements in patient outcomes including quality, safety and patient experience	06/21	4	12	4	12	8	- Humber / ICS Transformation Programme arrangements - Humber Quality Framework - CCG's Communications and Engagement Plan - ICS Engagement Framework	- Quality & Performance Committee monitoring arrangements - Humber Oversight Management Board - Humber Clinical and Professional Leaders Board - Existing quality surveillance and oversight processes remain in place, internal and external quality governance. Quality forums continue with all providers, escalation to the Regional Quality Surveillance Group chaired by NHSEI Director of Nursing.	None identified	None identified	Debbie Lowe 16.08.21 - CCG Interim Director of Nursing (DON) attending weekly meetings with the ICS DON during transition and focussed on: 1. Mapping and 'deep dives' of Humber partnership functions continues, informing opportunities for joint working arrangements and in seeking to establish alignment across the partnership. 2. Review of at place, partnership and ICS roles and responsibilities 3. Implementation of the NQB quality toolkit on publication and quality governance arrangements 4. Supporting quality practice and policy development and in establishing oversight arrangements at place and reporting into system level	Mar '22	CCG Board	9.2.22 Michela Littlewood update-NHS England produced Building strong integrated care systems everywhere ICS implementation guidance on effective clinical and care professional leadership, Sept 2021, this information is being embedded into quality workstreams. HCV Deep Dive workstreams continuing to develop processes from ICS to Place Based care, requirement for further guidance from ICS leads. Twice monthly meetings across 4 Humber CCGs with DON and DDONS. Michela Littlewood 8/12/21 Number of Publications from NHS E. A shared Commitment to Quality, Building Strong Integrated Care Systems Everywhere ICS Implementation Guidance on Effective clinical care and leadership, Dec 2021. These are being used to shape the quality transition work to the ICS. Debbie Lowe 27/10/21 - All actions on track and progressing. Meeting held with provider DONs in collaboration with current CCG DONs to progress conversations in respect of the ICS quality arrangements. First System Quality Group scheduled for Nov 21, replacing the existing QSG meeting. Placed based quality forums and governance of quality, safety and patient experience being progressed and sub committees reportable to the HWBB. . Debbie Lowe 24.08.21 All actions on track, reviewed weekly in the Dep/DON Humber CCG Partnership meetings. Weekly meetings with ICS DON continue, in aligning priorities and portfolios. Awaiting publication of national framework for Quality Surveillance, quality monitoring toolkit.
STRATEGIC OBJECTIVE 3 - Support the delivery of the priorities set out in the operational planning guidance, NHS Long Term Plan and the White Paper																
Outcomes i) Completion of the commissioning transition in relation to functions and people to shadow Place arrangements ii) Models for decision-making within Place developed iii) Primary Care will be fully embedded and a major strategic partner within Place planning arrangements	Erica Daley	- Poor patient care / experience and low staff morale through failure to deliver NHS transformation priorities	06/21	4	8	4	8	4	- ICS and Humber / Place transition programme arrangements, including detailed portfolio / functions mapping plans	- System Development Group weekly monitoring of progress. - ICS transition executive weekly meetings - Hull Place Board	None identified	None identified	Erica Daley 19.08.21 - Completeness of the regional assurance framework.	Nov '22	CCG Board	Sue Lee February 2022 - developing a model for Citizen Engagement for Hull Health and Care Partnership. Engagement Task and Finish Group established (SL chairing). Draft terms of reference to be developed. Erica Daley Feb 22 First shadow meeting of Hull Health and Care Partnership has taken place. Three workshops planned to develop guidance and operating model including arrangements for clinical leadership. Interim arrangements for CCG Board to be approved by Council of Members. Erica Daley 15.12.21 - Draft terms of reference for a shadow Health and Care Committee have been drafted and a shadow committee is being planned for 2022. Workshop to take place with PCN's to identify Primary Care Representation. Michela Littlewood 8/12/21 Number of Publications from NHS E. A shared Commitment to Quality, Building Strong Integrated Care Systems Everywhere ICS Implementation Guidance on Effective clinical care and leadership, Dec 2021. These are being used to shape the quality transition work to the ICS. Erica Daley 25.10.21 - Draft terms of reference for Health and Care Partnership Committee being prepared to share with stakeholders. Erica Daley 19.08.21 - Executive Place Steering Group with the Local Authority have commenced undertaking the regional place development framework and have produced draft committee arrangements for consultation.
STRATEGIC OBJECTIVE 4 - Work in partnership with Hull City Council and others to implement a population driven approach to improving health outcomes and reduce health inequalities																
Outcomes i) Delivery of Health & Wellbeing Board (HWBB) and Hull Place-based Board Strategies ii) Delivery of the Integrated Financial Plan iii) Strategies and services to narrow the health inequality gap and co-create models of care based on improving safety, patient experience and outcomes will have been developed as part of the CCGs work at the HWBB iv) We will have taken collective responsibility for delivering services within budgets and allocations	Erica Daley supported by James Crick	- The most disadvantaged locally continue to experience the poorest health, further exacerbated by disproportionate impact of COVID on these communities	06/21	5	20	5	20	10	- HWBB work programme focussed on health inequalities - Clinical leadership support work - Vaccines Inequalities Group	- Health Inequalities Steering Group - HWBB	None identified	None identified	- Baseline across the city to be established	Mar '22	Health and Wellbeing Board / CCG Board	Colin Hurst Feb 22 Engagement Team Supporting equalities sessions with PCN Leads. Engagement Team Facilitating session with PCN leads looking at the interaction between embedded social prescribing staff in Primary Care and the wider service. Mental Health Crisis Support Pre-engagement Semi Structured Interview findings being consolidated for analysis. James Crick 15.02.22 - PCNs submitting their inequalities plans to the CCG supported by LA and CCG Public Health and Business Intelligence analysis. COVID Vaccine Champions delivery plan is being led by the LA PH team with involvement of the CCG and the VCSE to develop a short term approach and a longer term legacy for this funding. Colin Hurst Dec 21 Mental Health Crisis Support Pre-engagement Semi Structured Interviews continue, review point 21/12. Erica Daley 25.10.21 - Health and Wellbeing Board Strategy refresh now out for consultation. James Crick 20.10.21 - Population Health approach being undertaken by a number of PCNs, supported by the CCG/Public Health Intelligence teams aiming to reduce unwarranted variation in practice, access, and outcomes. Initial conversations have been undertaken in relation to wider vaccination programmes and existing inequalities across Hull. Colin Hurst Oct 21: Engagement for jointly commissioned Social Prescribing service complete. Mental Health Crisis Support Pre-Engagement planning complete, semi structured interviews with identified stakeholders to take place in November with a view to report initial pre-engagement findings to Health and Wellbeing Board in January James Crick 20.8.21 - Vaccine Inequalities Group continues to meet, and pop-up clinics in some of the most deprived wards continues, driven by the uptake data. Additional work is being undertaken through Communications to reach out to those groups that have not taken up the offer of vaccination. Planning is starting in relation to the flu vaccination programme and the COVID-19 booster programme.

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STRATEGIC OBJECTIVE 5 - Maintain accountability for commissioning health services to meet the reasonable health needs of the people of Hull, but targeting in particular the most disadvantaged in local communities																		
Outcomes I. Achievement of NHS Constitution targets ii) Reduction in growth in demand by commissioning for integration and prevention iii) We will have evidence that patient and public views have contributed to the planning and delivery of new services	Erica Daley supported by James Crick and Sue Lee	- Inequalities gap between the best and worst patient outcomes widens in the city	06/21	5	3	15	5	3	15	8	- HWBB work programme focussed on health inequalities - Clinical leadership support work - Vaccines Inequalities Group	- ICS system-wide / NHSE assurance reviews - Humber Oversight Management Board - Integrated Commissioning Officer Board	None identified	None identified	James Crick 20.08.21 - Vaccine inequalities group has made use of the engagement work that has been undertaken to ensure that vaccination offers dovetail with community needs which has informed the pop-up model.	Mar '22	Planning and Commissioning Committee	Sue Lee Feb 22 - Engagement work for Translation Services (assisted communication) complete and report presented to Primary Care Commissioning Committee 25.02.22. Pre engagement underway for MH Crisis services. Soft launch of Mental Health Support Teams Feb 22 with full launch Easter 22. Children and YP Palliative and End of life Care, final workshop planned in March 22. Support for COVID Vaccine Champions programme. James Crick 15.02.22 - Funding for COVID Vaccine Champions has been allocated to the LA by central government to increase vaccine uptake in communities with lower levels; delivery plan is being led by the LA PH team with involvement of the CCG and the VCSE to develop a short term approach and a longer term legacy for this funding recognising that these communities will also have lower uptake of other health and care services from which they could benefit. Public Health and Business Intelligence teams have been producing high-level profiles for each PCN to support conversations in relation to inequalities. PCNs are using these, or other resources to develop their plans to tackle inequalities at a local level. James Crick 13.12.21 - Vaccination programme has been accelerated in light of omicron variant. Request for all providers to step down non-essential work to be able to deliver the booster programme. Work that is stepped down needs to be considered through a lens of inequalities to ensure that the gap that existed, and that COVID has expanded are not worsened further. Colin Hurst Dec 21 Humber wide learning disability health checks programme awaiting service level data to inform engagement planning. James Crick 20.10.21 - Capacity and demand work is ongoing at ICS level. Demand is being monitored in Primary care, and capacity is being compared to the same period in 2019. Colin Hurst Oct 21 Supporting Humber wide work on Learning Disability Health Checks plans being developed. James Crick 20.08.21 - Capacity and demand work is being looked at by CCGs, and the LMCs across HCV in light of the pressures that the whole system is experiencing at this point in the year. In addition the vaccine inequalities group continues to meet with the aim of reducing the impact of COVID-19 disease, and therefore service demand, in our most deprived communities. Work is also developing in conjunction with Humber LA Public Health Intelligence Teams to better coordinate intelligence to allow it to form actions across the strategic partnership.
STRATEGIC OBJECTIVE 6 - Development of an agreed out of hospital strategy for Hull, supporting local Primary Care Networks to determine models for transition to integrated provision, as well as a new clinical leadership model which increases the emphasis of primary care at all levels of the system																		
Outcomes i) Integrated primary- care led out of hospital model in operation ii) The CCG will have facilitated the establishment of the provider collaborative iii) The CCG will have worked with local partners and the ICS to develop a clear clinical leadership model	Erica Daley supported by Phil Davis	- Stagnation in primary care development / poor patient outcomes as a result of PCNs/clinical leaders feeling disengaged from the transition to the new ICS / Place arrangements	06/21	4	3	12	4	3	12	8	- Out of Hospital Programme - LA / CCG / PCN leaders engagement programme - LMC-facilitated PCN collaborative programme	- PCCC work programme	None identified	None identified	Emma Shakeshaft 20.08.21 - "Improving Inclusive Access to Primary Care Pilot" Establishment of Humber Long Covid Triage and Assessment service to provide primary care with referral route into specialist care if clinically appropriate	Mar '22	Primary Care Commissioning Committee	Colin Hurst Feb 22 "Improving Inclusive Access to Primary Care Pilot" Delayed due to COVID Vaccination winter response, pilot restarted 31st Jan for 8 weeks (to 25th March), 14th Feb printed and online patient survey available mid February. Phil Davis 21/02/2022 - New configuration of PCNs agreed with 6 PCNs in place from April 2022. Humber PC Collaborative established and facilitated by Humber side LMC. PC Transitional Executive meetings taking place with Collaborative and NHS E - led by Amanda Bloor (ICS COO). Clinical leadership model for ICS in development and being consulted on with PCN Clinical Directors. Colin Hurst Dec 21 "Improving Inclusive Access to Primary Care Pilot" entering evaluation phase. Erica Daley 25.10.21 - Clinical leadership model developed at the Humber Strategic Partnership. Colin Hurst Oct 21 Humber Coast and Vale (with a focus on Hull) taking part in the NHS England "Improving Inclusive Access to Primary Care Pilot". Initial engagement with patients and the public complete. Communications resources currently being developed. Programme on track. Colin Hurst 16.08.21 - Humber Coast and Vale (with a focus on Hull) taking part in the NHS England "Improving Inclusive Access to Primary Care Pilot". All Hull PCNs Involved in the pilot, with one PCN from each of the HCV CCGs. Engagement planned with communities who struggle to access Primary Care, to develop communications toolkit to support uptake of appropriate accessible routes to primary care including digital and online consultations.
STRATEGIC OBJECTIVE 7 - Focus on care and services for children in Hull, improving performance against statutory responsibilities and achieve better outcomes as measured by experience and engagement																		
Outcomes i) Through comprehensive and collaborative engagement with key stakeholders including children, young people and their families, understand the post-covid inequalities for children and young people in Hull (including those placed out of area) to inform service planning and delivery from 2022. ii) Delivery of the SEND Accelerated Progress Plan to the satisfaction of the Department for Education iii) Delivery of the integrated multi-agency framework as set out in the Hull Corporate Parenting Strategy that will improve outcomes for children who are looked after and care leavers	Erica Daley supported by Joy Dodson	- Poor outcomes for children requiring health education and care plans experience for users	06/21	4	5	20	4	5	20	12	- Planning and Commissioning Committee work programme - Quality and Performance Committee work programme - SEND Accelerated Progress Plan - Joint work with LA and ongoing engagement with CYP and their families	- Hull Special Educational Needs and Disabilities Strategic Board - Department for Education monitoring - Joint Children's Improvement Monitoring Board - Humber Children's Partnership - Integrated Commissioning Officer Board	None identified	None identified	Sue Lee February 2022 - planned programme of engagement work for C&YP Palliative and End of Life care (concluding in March). Coproduction work planned for next phase of SEND improvement plan.	Mar '22	Planning and Commissioning Committee	Sue Lee February 2022. Soft launch of Mental Health Support Teams Feb 22 with full launch Easter 22. Children and YP Palliative and End of life Care, final workshop planned in March 22. Joy Dodson February 2022. Department for Education 6-monthly SEND review in late January recognised progress, particularly in respect of relationships with families, and identified several areas of strength as well as opportunities for, and expectation of, further improvement in respect of Neurodiversity pathways and Coproduction. Next step is to coproduce a plan for our next phase of improvement. Joy Dodson February 2022. Department for Education 6-monthly SEND review in late January recognised progress, particularly in respect of relationships with families, and identified several areas of strength as well as opportunities for, and expectation of, further improvement in respect of Neurodiversity pathways and Coproduction. Next step is to coproduce a plan for our next phase of improvement. Joy Dodson Dec 2021 - Delivery of outstanding actions in the SEND APP continues at pace. SEND Joint Needs Assessment being refreshed to inform future commissioning. Colin Hurst Oct 21 Co-production model Implementation Phase has seen a little slippage due capacity issues with key partners, timeline has been adjusted to ensure delivery of key milestones by the end of the year. longer lead in times for sessions put in place to ensure uptake and escalation where appropriate. Joy Dodson 18.10.21 SEND improvement continues to make progress. DfE letter following July review highlighted areas for focussed attention, health waiting lists being a key feature. Next formal review by DfE January 2022. Colin Hurst 16.08.21 - Co-production model Development Phase 1 complete, entering into phase 2: Implementation. High Level plan agreed by SEND Delivery Group, and SEND Board. Mapping of services that have engaged with programme ongoing to determine where additional support required. Project support allocated from Hull City Council Transformation Team. Joy Dodson 17.08.21 - Formal DfE review of SEND Accelerated Progress Plan delivery on 19 July 2021 was positive.
STRATEGIC OBJECTIVE 8 - Delivery of Statutory Duties																		
Outcomes i) Approval of unqualified annual accounts and positive VFM assessment at year-end ii) Positive Value for Money assessment iii) Unqualified Head of Internal Audit Opinion iv) Achievement of the requirements of Section 1422 of the Health and Social Care Act 2012 and the Equality Act 2010	Emma Sayer supported by Mike Napier and Sue Lee	- System-wide performance ratings resulting in reliance on others to perform	05/19	4	4	16	4	4	16	8	Robust budgetary control framework (delegated budget holders, authorised signatories, cash flow analysis, regular reporting and forecasting).	- Bi Monthly Finance and Performance Report to Q&P and IACG, highlighting significant variances and mitigations - Internal audit reviews and reports throughout year	None identified	None identified	Danny Storr - 15.10.21 actions as required to deliver financial delivery plan	Mar '22	Integrated Audit and Governance	Danny Storr Feb 22 - Planning Guidance for 2022/23 has now been received and all NHS partners throughout HCV are working together to produce a balance financial plan. Danny Storr Dec 21 - The CCG worked with NHS partner organisations to produce financial plans for the second half of the year that deliver financial balance both collectively and individually. Danny Storr - 15.10.21 the system achieved its financial position for H1. Guidance has now been received for H2 and partners are working together to produce a balance expenditure plan that fits within the resources that have been allocated. Danny Storr - 18.08.21 system financial position reviewed with partners on a regular basis and current position is that financial performance is in line with the plan.

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		- Poor findings from internal audit reviews during the year impact on year-end opinion	05/19	4	2	8	4	Governance framework including Terms of Reference, Standing Orders and Prime Financial Policies	- Integrated Audit and Governance Committee Work Programme	None Identified	None Identified	Danny Storr - 15.10.21 actions as required to deliver financial delivery plan	Mar '22	Integrated Audit and Governance	Danny Storr Feb 22- All internal audit reports presented to date have been issued with a 'high' opinion. Danny Storr Dec 21 - No further update Danny Storr - 15.10.21 all internal audit reports presented to date have been issued with a 'high' opinion. Danny Storr - 18.08.21 all internal audit reports presented to date have been issued with a 'high' opinion.		
		- Year on year financial challenge environment and sustained saving requirements	05/19	4	3	12	8	Robust budgetary control framework (delegated budget holders, authorised signatories, cash flow analysis, regular reporting and forecasting). Robust process for monitoring and reporting financial performance Financial policies to ensure accurate recording and reporting of financial transactions (e.g. invoicing controls, journal controls) Ongoing review of capacity across the system is underway to remove duplication and inefficiency	- Bi Monthly Finance and Performance Report to Q&P and IACG, highlighting significant variances and mitigations - Internal audit reviews and reports throughout year - Humber oversight management board	None Identified	None Identified	Danny Storr - 15.10.21 actions as required to deliver financial delivery plan	Mar '22	Integrated Audit and Governance	Danny Storr Feb 22 - Reporting indicates that the CCG is on track to achieve its financial targets. Danny Storr Dec 21 - The CCG worked with NHS partner organisations to produce financial plans for the second half of the year that deliver financial balance both collectively and individually. Danny Storr -15.10.21 the CCG is working with in system based financial regime and the emphasis has been on managing within the finances available, developing services and recovering the elective position. The financial targets for the first half of the year were achieved. Partners are pulling together financial plans for H2 following the release of the guidance and working together to identify the levels of efficiency required for H2. Danny Storr - 18.08.21 the CCG is working with in system based financial regime and the emphasis has been on managing within the finances available, developing services and recovering the elective position. Forecasts indicate that the plan for the first half of the year will be achieved with guidance still to be received for H2. Partners are already working together to identify the levels of efficiency required for H2 and developing plans to deliver this.		
		- Legal challenge of decision making or commissioning based on lack of engagement or consultation, or lack of due regard for groups with protected characteristics	06/21	2	4	8	3	8	- Communications and Engagement Strategy outlines overarching approach - Consultation and Engagement Assurance Framework supports the decision making regarding level of engagement or consultation required and monitoring partner organisations to ensure a quality approach - NHS England IAF measure relating to engagement monitors CCG structures to deliver robust engagement and consultation - Equality Impact assessment process - Regular Equalities training for all staff, tailored for particular groups	Communications and Engagement Annual Report All committee papers have an engagement and consultation section and an Equalities section for completion to ensure that appropriate action has been taken Engagement Reports	None identified	None identified	- Continue equalities training - Raise awareness of CCG engagement and consultation requirements with staff and partners	Mar '22	Planning and Commissioning Committee	Colin Hurst Feb 22 Live Engagements: Mental Health Crisis support - Pre-engagement to inform work programme. Colin Hurst Dec 21 - Live Engagements: Translation Service - To support future development / re-procurement of the service Mental Health Crisis support - Pre-engagement to inform work programme Mental Health in Care Homes - To support systemwide service. Colin Hurst Oct 21 - Live Engagements: Mental Health Support Teams - Co-production sessions to inform service model Translation Service - To support future development / re-procurement of the service Mental Health Crisis support - Pre-engagement to inform work programme Mental Health in Care Homes - To support systemwide service. Colin Hurst 16.08.21 - Live Engagements: Social Prescribing - To inform service specification Mental Health Support Teams - Co-production sessions to inform service model Translation Service - To support future development / re-procurement of the service Neurodiversity - Co-production Sessions to support the Phase 1 service development. Service branding competition complete.	
STRATEGIC OBJECTIVE 9 - Maintain support for the effective local planning and response to the Coronavirus Pandemic, ensuring that positive innovations are retained, improved and generalised.																	
Outcomes i) We will have delivered an effective ongoing CCG response to the coronavirus pandemic, including steps to maximise the safety of staff and the local population ii) Support to the continuation of the vaccine roll-out programme will be timely, comprehensive, responsive and effective; and deemed as such by providers and partners iii) Patients at greatest clinical risk in secondary and community care environments are prioritised and supported by the CCG; providing system support to the operational recovery programme of work	Erica Daley	- Failure to minimise ongoing impact and deaths as a result of the virus	06/21	4	3	12	4	3	6	- CCG major incident control arrangements - CCG / ICS Operational Plan 2021/22 - Planning and Commissioning Committee work programme - Interim quality response arrangements in operation with providers	- ICS system-wide assurance reviews	None identified	Integrated impact assessments on new pathways	Erica Daley 19.08.21 - Preparation of Vaccine Programme	Mar '22	CCG Board	Erica Daley - Feb 22 Vaccination walk in sites at key areas of city commencing vaccination of children aged 5 to 11. Colin Hurst Feb 22 Vaccine Engagement group to be reconvened to support delivery of COVID Champions programme (see above). Erica Daley 15.12.21 - CCG responding to the delivery of the covid 19 booster programme supporting PCN's and identifying additional capacity. Supporting development of the service for non hospitalised covid patients in the community. Colin Hurst Dec 21 No additional Update Colin Hurst Oct 21 No additional update. Colin Hurst 16.08.21 - Social media campaign targeted at young people to improve uptake of vaccine developed and live. - Podcast produced to support information giving and FAQs for younger demographic. - Supporting the promotion of; pop-up sessions linked with community testing, and walk-in sessions being delivered across the city including St Stephens. - Vaccine engagement group continues to meet and support the targeting of groups where vaccine uptake is low.

Likelihood of occurrence	Consequences/Severity				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Rare 1	1	2	3	4	5
Unlikely 2 Do not expect it to happen/recur but it is possible it may do so	2	4	6	8	10
Possible 3 Might happen or recur occasionally	3	6	9	12	15
Likely 4	4	8	12	16	20
Will probably happen/recur but it is not a persisting issue					
Almost Certain 5 Will undoubtedly happen / recur, possibly frequently	5	10	15	20	25