

APPENDIX 4 PLACE DELIVERY ASSURANCE FRAMEWORK AND RISK SUMMARIES

Wirral Place Based Partnership Board Delivery Assurance Framework 2024/25

Overview

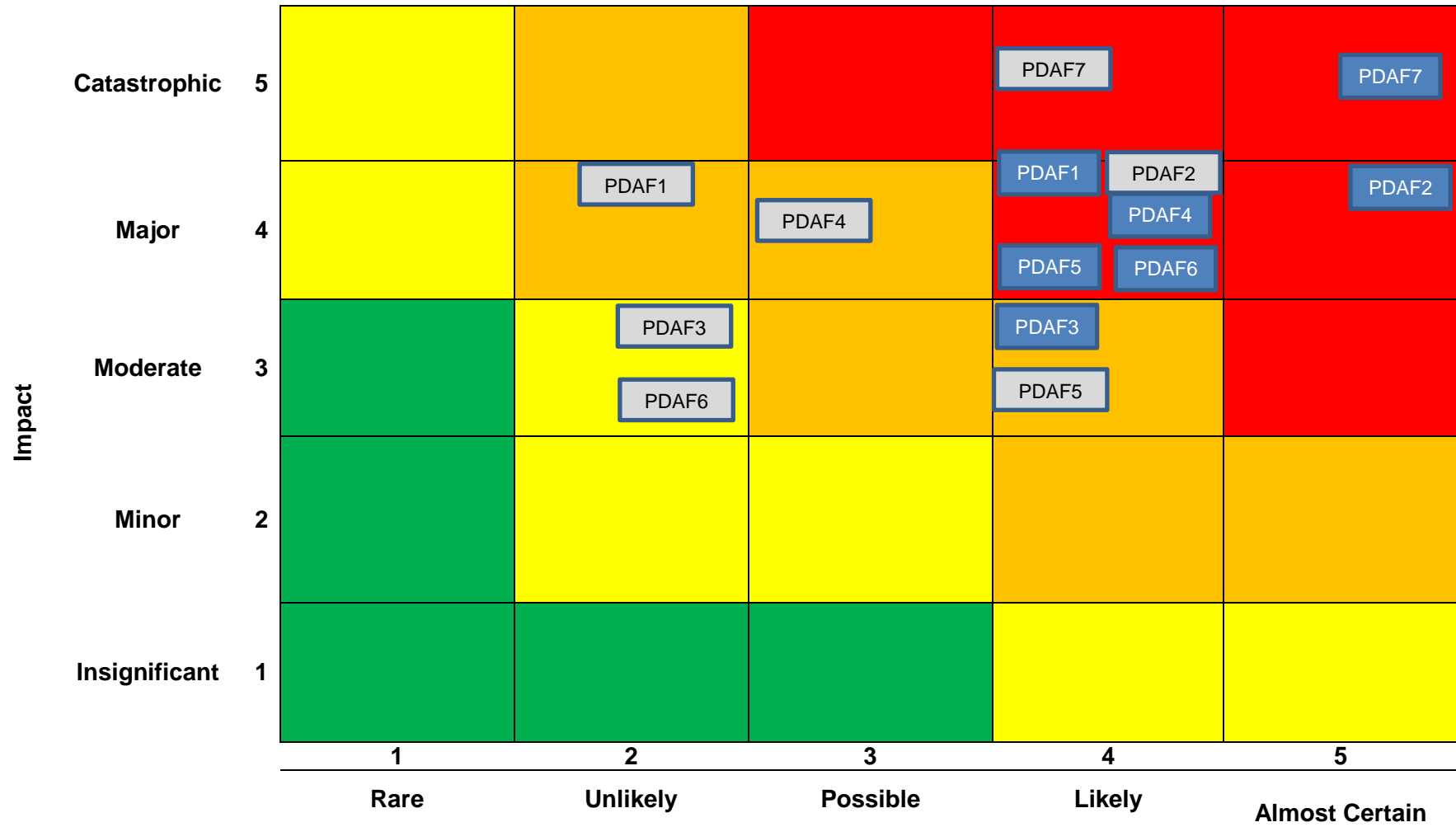
Risk Identifier	Principal Risks	Responsible Group and SRO	Inherent Risk Score (LxI)	Current Risk Score (LxI)	Change from previous quarter	Target Risk Score	Priority Actions / Assurance Activities
Strategic Objective 1: Tackling Health Inequalities in Outcomes, Access and Experience							
PDAF 1	Service Delivery: Wirral system partners are unable to deliver the priority programmes within the Wirral Health and Care Plan which will result in poorer outcomes and greater inequalities for our population.	Wirral Place Based Partnership Board, Place Director	4x4=16	2x4=8	No change	2x4=8	<p>Completed full reporting cycle to relevant supporting group and/or Wirral Place Based Partnership Board.</p> <p>Wirral Health and Care Plan 2024/25 completed with system partners.</p> <p>Sign off at PBPB due on 20th June 2024.</p>
PDAF 2	Children and Young People: The Wirral health and care system is unable to meet the needs of children and young people with complex and/or additional needs leading to long term health issues, increased inequalities and demands on services.	Wirral Place Based Partnership Board, Place Director	5x4=20	4x4=16	Increased inherent risk from 4x4=16 to 5x4=20. Increased current risk from	2x4=8	<p>Demand modelling and provision agreement.</p> <p>Action planning for SEND reinspection and</p>

					3x4=12 to 4x4=16		<p>delivery of WSOA action plan.</p> <p>Development of care pathways and provision and commissioning activity.</p> <p>Governance of quality, safety performance and risk of children and young people</p>
PDAF 7	Unscheduled Care: There is a risk that a lack of Urgent and Emergency Care capacity and restricted flow across all sectors in Wirral (primary care, community, mental health, acute hospitals and social care) results in patient harm and poor patient experience.	Wirral Place Based Partnership Board, Place Director					<p>EPRR processes to mitigate impact of industrial action.</p> <p>Demand and capacity plan for Wirral Place.</p> <p>Cheshire and Merseyside target to hit the 76% 4-hour wait target in March 2024. The expectation is that this will be delivered by the</p>

							Wirral system. Winter Plans to be agreed by PBPB (not presented for 2023/24, will rectify for 2024/25).
Strategic Objective 2: Improving Population Health and Healthcare							
PDAF 3	Collaboration: Leaders and organisations in the Wirral health and care system may not work together effectively to improve population health and healthcare.	Wirral Place Based Partnership Board, Place Director	4x3=12	2x3=6	No change	1x3=3	Wirral Review outcomes will need to be considered.
Strategic Objective 3: Enhancing Quality, Productivity and Value for Money							
PDAF 4	Workforce: The Wirral health and care system is unable to recruit, develop and retain staff to create a diverse health and care workforce with the skills and experience required to deliver the strategic objectives.	Wirral Place Based Partnership Board, Place Director	4x4=16	3x4=12	No change	3x3=9	Develop Workforce Strategy and dashboard.
PDAF 5	Finance: Poor financial performance in the Wirral health and care system leads to a negative impact and increased monitoring and regulation.	Wirral Place Based Partnership Board, Place Director	4x4=16	4x3=12	Decreased inherent risk from 5x5=25 to 4x4=16. Decreased current risk from 4x5=20 to 4x3=12	3x3=9	Review of all expenditure to determine whether any "discretionary" expenditure exists. Publish Wirral Place based financial recovery plan. Reflect above in

							reporting mechanisms to Place Based Partnership Board through Finance and Investment group.
Strategic Objective 4: Helping the NHS to support broader social and economic development							
PDAF 6	Community Wealth Building: The focus on responding to current service priorities and demands diverts resource and attention from delivery of longer-term initiatives in our strategies that support the broader social and economic development of the borough.	Wirral Place Based Partnership Board, Place Director	4x4=16	2x3=6	No change	2x3=6	Established delivery arrangements and governance for Health and Wellbeing Strategy.

Heat Map



Inherent Risk

Current Risk

Risk Assurance Map

Risk Identifier	Principal Risks	Current Risk Score	Controls					1 st line of defence	2 nd line of defence	3 rd line of defence	Assurance Rating
			Policies	Processes	Plans	Contracts	Reporting				
Strategic Objective 1: Tackling Health Inequalities in Outcomes, Access and Experience											
PDAF 1	Service Delivery: Wirral system partners are unable to deliver the priority programmes within the Wirral Health and Care Plan which will result in poorer outcomes and greater inequalities for our population.	8	G	G	G	G	G	Senior Responsible Officer and management control of each priority programme – <i>In place.</i>	Programme reporting to Strategy and Transformation Group (majority of programmes) – <i>In place.</i>	Reporting to Place Based Partnership Board – <i>In place.</i>	Significant
PDAF 2	Children and Young People: The Wirral health and care system is unable to meet the needs of children and young people with complex and/or additional needs leading to long term health issues, increased inequalities and demands on services.	16	G	A	A	G	G	Day to day management oversight and leadership – <i>In place.</i>	Escalation to senior leadership – <i>In place.</i>	Escalation to Wirral system CEOs and Place Director – <i>In place.</i>	Reasonable
PDAF 7	Unscheduled Care: There is a risk that a lack of Urgent and Emergency Care capacity and restricted flow across all sectors in Wirral (primary care, community, mental health, acute hospitals	20	G	A	A	G	A	Day to day management oversight and leadership – <i>In place.</i>	Escalation to senior leadership – <i>In place.</i>	Escalation to Wirral system CEOs and Place Director – <i>In place.</i>	Reasonable

Risk Identifier	Principal Risks	Current Risk Score	Controls					1 st line of defence	2 nd line of defence	3 rd line of defence	Assurance Rating
			Policies	Processes	Plans	Contracts	Reporting				
	and social care) results in patient harm and poor patient experience.										
Strategic Objective 2: Improving Population Health and Healthcare											
PDAF 3	Collaboration: Leaders and organisations in the Wirral health and care system may not work together effectively to improve population health and healthcare.	6	G	G	G	G	G	Day to day management oversight and leadership – <i>In place.</i>	Alignment of programmes of work around Wirral Health and Care Plan – <i>In place.</i> Working groups to deliver system priorities – <i>In place.</i> Reporting to supporting groups – <i>In place.</i>	Place Director and Wirral System CEOs meeting – <i>In place.</i> Reporting to PBPB – <i>In progress.</i> Place Review Meetings – <i>In place.</i>	Significant
Strategic Objective 3: Enhancing Quality, Productivity and Value for Money											
PDAF 4	Workforce: The Wirral health and care system is unable to recruit, develop and retain staff to create a diverse health and care workforce with the skills and experience required	12	A	A	A	G	G	Day to day management oversight and leadership – <i>In place.</i>	Workforce Supporting Group and associated work programme – <i>In place.</i>	Reporting to PBPB – <i>In place.</i>	Reasonable

Risk Identifier	Principal Risks	Current Risk Score	Controls					1 st line of defence	2 nd line of defence	3 rd line of defence	Assurance Rating
			Policies	Processes	Plans	Contracts	Reporting				
	to deliver the strategic objectives.										
PDAF 5	Finance: Poor financial performance in the Wirral health and care system leads to a negative impact and increased monitoring and regulation.	12	A	A	A	A	A	Day to day management oversight and leadership – <i>In place.</i>	Internal organisational controls – <i>In place.</i> Financial Recovery Plan – <i>Planned.</i> Monitoring and interventions through Finance and Investment Group – <i>In place.</i>	Reporting to PBPB – <i>In place.</i>	Reasonable
Strategic Objective 4: Helping the NHS to support broader social and economic development											
PDAF 6	Community Wealth Building: The focus on responding to current service priorities and demands diverts resource and attention from delivery of longer-term initiatives in our strategies that support the broader social and economic development of the borough.	6	G	G	G	G	G	Day to day management oversight and leadership – <i>In place.</i>	Reporting to Health and Wellbeing Board and Place Based Partnership Board - <i>Planned</i>	Review and approval of Wirral Health and Wellbeing Strategy by Wirral Health and Wellbeing Board – <i>In place.</i>	Significant

Risk Summaries

ID No: PDAF1	Risk Title: Wirral system partners are unable to deliver the priority programmes within the Wirral Health and Care Plan which will result in poorer outcomes and greater inequalities for our population.
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	Likelihood	Impact	Risk Score	Trend
Inherent Risk Score <i>[assess on 5x5 scale, this is the score before any controls are applied]</i>	4	4	16	
Current Risk Score	3	4	8	
Target Risk Score	2	4	8	
Risk Appetite	NHS Cheshire and Merseyside are still working on guidance on Risk Appetite.			
Senior Responsible Lead	Operational Lead		Directorate	Responsible Committee
Place Director (Wirral), NHS Cheshire and Merseyside	Currently being overseen by Place Director (Wirral)		NHS Cheshire and Merseyside, Wirral Place	Place Based Partnership Board

Strategic Objective	Function	Risk Proximity	Risk Type	Risk Response
Strategic Objective 1: Tackling Health Inequalities in Outcomes, Access and Experience	Transformation	C - beyond financial year	Place	Manage

Date Raised	Last Updated	Next Update Due
12 th July 2023	22 nd May 2024	22 nd August 2024

Linked Wirral Plan 2026 objective(s)	<p>Sustainable environment: Working towards a clean-energy, <i>sustainable borough</i> that leads the way in its response to the climate emergency and is environmentally friendly.</p> <p>Brighter Futures: Working together for <i>brighter futures</i> for our children, young people and their families by breaking the cycle of poor outcomes for all regardless of their background.</p> <p>Inclusive economy: Working for a prosperous, <i>inclusive economy</i> - helping businesses to thrive and creating jobs and</p>
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	<p>opportunities for all.</p> <p>Safe and pleasant communities: Working for <i>safe and pleasant communities</i> where our residents feel safe and are proud to live and raise their families.</p> <p>Active and healthy lives: Working to provide happy, <i>active and healthy lives</i> for all, with the right care, at the right time to enable residents to live longer and healthier lives.</p>
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Risk Description
<p>The risk is about the ability of the Wirral Health and Care System to deliver plans agreed through the Wirral Health and Care Plan. The Wirral Place Based Partnership Board needs oversight of these programmes to gain assurance on delivery and to intervene if there is deviation from or non-delivery of these programmes. This risk therefore concerns the potential consequences of deviation from the agreed Plan. It is the role of NHS Cheshire and Merseyside to hold providers to account for the delivery of the Plan through the Wirral Place Based Partnership Board.</p>

Linked operational risks	The operational Risk Registers are being developed.
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Current Controls			Rating
Policies	NHS Operational Planning Guidance 2024/25		Green
Processes	Health and Care Plan developed collaboratively. Programme Management, Contract Management		Green
Plans	Wirral Health and Care Plan 2024/25 developed with partners.		Green
Contracts	Wirral Health and Care Plan 2024/25 included in contracts with providers.		Green
Reporting	Governance and reporting routes agreed.		Green
Gaps in control			
Wirral Health and Care Plan 2024/25 agreed by Wirral Place Based Partnership Board.			
Actions planned	Owner	Timescale	Progress Update
Sign off Wirral Health and Care Plan 2024/25.	Place Based Partnership Board	June 2024	In progress

Assurances				
Planned		Actual		Rating
Refresh reporting arrangements when Wirral Health and Care Plan 2024/25 agreed.		Regular reporting to relevant supporting group and/or Wirral Place Based Partnership Board in place.		Significant
Gaps in assurance				
Actions planned	Owner	Timescale	Progress Update	

ID No: PDAF 2 **Risk Title: The Wirral health and care system is unable to meet the increasing needs of children and young people with complex and/or additional needs leading to long term health issues, increased inequalities and demands on services.**

	Likelihood	Impact	Risk Score	Trend
Inherent Risk Score <i>[assess on 5x5 scale, this is the score before any controls are applied]</i>	5	4	20	
Current Risk Score	4	4	16	
Target Risk Score	2	4	8	
Risk Appetite	NHS Cheshire and Merseyside are still working on guidance on Risk Appetite.			

Senior Responsible Lead	Operational Lead	Directorate	Responsible Committee
Place Director, NHS Cheshire and Merseyside	Joint Commissioning Lead for CYP, Wirral Council and NHS C&M	NHS Cheshire and Merseyside, Wirral Place	Wirral Place Based Partnership Board

Strategic Objective	Function	Risk Proximity	Risk Type	Risk Response
Strategic Objective 1: Tackling Health Inequalities in Outcomes, Access and Experience	Quality, transformation and commissioning	C- Beyond financial year	Place	Manage

Date Raised	Last Updated	Next Update Due
25 th August 2023	31 st May 2024	22 nd August 2024

Linked Wirral Plan 2026 objective(s)	<p>Brighter Futures: Working together for <i>brighter futures</i> for our children, young people and their families by breaking the cycle of poor outcomes for all regardless of their background.</p> <p>Safe and pleasant communities: Working for <i>safe and pleasant communities</i> where our residents feel safe and are proud to live and raise their families.</p> <p>Active and healthy lives: Working to provide happy, <i>active and healthy lives</i> for all, with the right care, at the right time to enable residents to live longer and healthier lives.</p>
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Risk Description	
Increased demand and complexity of children and young people which has increased since the pandemic which is now compounded by cost of living crisis which is leading to more children living in poverty and neglect and a reduction in support to CYP.	
Linked operational risks	The operational Risk Registers are being developed.

Current Controls		Rating
Policies	HR Policies. Operational policies and SEND code of practice . CHC national framework. Safeguarding. Mental Health Act. Children’s Act.	Green
Processes	CYP mental health escalation framework. DSD data base. Neurodevelopmental pathway. AACHC Children’s framework SEND Local Offer - SENDLO	Amber
Plans	SEND Written Statement of Action (WSOA) - Action Plan. CYP mental health transformation. SEND Improvement Plan	Amber
Contracts	NHS Standard Contract. Local Authority contract	Green
Reporting	Children, Young People and Education Committee. SEND Partnership Board. Health and Wellbeing Board. JHECCG. Wirral Place Based Partnership Board. Children Safeguarding Partnership. Quality and Performance Group. Contract meetings. Strategy and Transformation Group.	Green

Gaps in control

Knowledge of future needs of population. Preparation for re-inspection of SEND with a view to progress against the Written Statement of Action (WSOA), and removal of the Improvement Notice by October 2025. Pathways and services for CYP with complex needs that provide alternatives to care, custody or inpatient admission through anticipatory care.

Actions planned	Owner	Timescale	Progress Update
Demand modelling and provision agreement	Head of Quality & Safety Improvement (Wirral Place) Joint Commissioning	Aug 24 Oct 24	DBV and JSNA have given a better understanding of data. Review of service specifications to identify gaps in provision. Review of services – SALT, OT, ND pathway & EHWB. New models in development for ND Pathway and EHWB with new data sets to inform revised dashboard.

	Lead for CYP (Wirral Council and NHS C&M)	April 25 March 25	SALT waiting list management and EHCP provision business cases in progress – estimated resource over 12 months DBV funding £200k to be invested in developing alternative health delivery models in the Graduated Approach to support early intervention and prevention and reduce escalation to specialist services.
Action planning for SEND reinspection and delivery of WSOA action plan.	Director, Children's Services (Wirral Council) and Associate Director, Quality and Patient Safety (Wirral), NHS C&M	Sept 2024	QA process for WSoA – moving into Inspection preparation and readiness review against new framework. Ensuring collection of evidence that demonstrates positive outcomes and impact. New subgroups of SEND Partnership Board – continuous improvement, Performance management and WSoA will scrutinise and report on progress to SEND Partnership Board.
Development of care pathways and provision and commissioning activity. 1. Central point of access (CPA) for emotional health & wellbeing needs CYP branded 'Branch' 2. Implementation of the ND model 3. Development of alternative health delivery models in universal settings (DBV) 4. Establishment of balanced system model for speech and language	Joint Commissioning Lead for CYP	Oct 2024 August 2024 March 25 April 24	1. Alliance contract awarded start date April 2024. Digital Platform in development with digital agency Kaleidoscope. Soft launch planned April with full implementation Oct 2024. Branding 'Branch' coproduced with CYP. 2. New model proposed and widely consulted. Simplified public facing model agreed at Transformation Board. Business cases prepared and submitted for new model including an MD Team and consideration of a support offer (both commissioned and coordinated VCFS) SEND summit scheduled June 10 th to develop new ND pathway implementation plan. 3. Funding bid agreed by DFE to develop an early intervention health delivery model which will increase early support in mainstream settings and promote inclusivity. 4. SALT system steering group in place with action plan and timescales agreed.

5. Available provision for high-risk complex young people and associated integrated care planning.		March 2025	5. DSD and MH gateway -combined to mitigate risks of duplication and gaps. And to proactively manage risks and jointly care plan. Proposed development of provision to support high risk cases in progress.
Governance of quality, safety performance and risk of children and young people	Director, Children's Services (Wirral Council) and Associate Director, Quality and Patient Safety (Wirral), NHS C&M	Sept 2024	Review of children and young people's governance arrangements – bringing together performance, quality, risks and improvements from Public Health, ICB (Wirral Place) and LA Children's Services Revised Governance arrangements in place for SEND in light of Improvement notice (May 2024)

Assurances			
Planned	Actual	Rating	
New SEND Performance Reporting framework and revised dashboard and SEND Partnership Board replacing Transformation Board	Established	Reasonable	
SEND Strategy and Outcomes Framework	In progress – planned delivery Sept 2024		Progress on CYP priorities from Health and Care Plan monitored through programme reporting to Strategy and Transformation Group
Development of EHWB model and ND model	Completed		Implementation of ND model
Clearance of waiting times	Planned delivery August 24		Governance arrangements
Priority area Identified locally and as part of NHS C&M recovery programme	Established- PID in place		
Gaps in assurance			
Removal of WSOA by Office for Standards in Education, Children's Services and Skills (OFSTED). Improvement Notice issued May 2024.			
Actions planned	Owner	Timescale	Progress Update

Implementation of ND pathway and clearance of waiting times	Commissioning Lead for CYP (Wirral Council and NHS C&M)	August 2024	Business cases for resource in prioritisation process.
SEND Strategy and Outcomes Framework	Head of Quality & Safety Improvement (Wirral Place) Joint Commissioning Lead for CYP (Wirral Council and NHS C&M)	Sept 2024	Workshop took place May 24 with suggested high-level outcomes and strategic priorities identified. Next steps creation of framework and strategy.
System meeting requirements to assure DfE for removal of Improvement Notice .	Director, Children's Services (Wirral Council) and Associate Director, Quality and Patient Safety NHS C&M	October 2025	Monthly SEND Board established chaired by CEO. 6 monthly progress meetings with DfE.

ID No: PDAF 3	Risk Title: Leaders and organisations in the Wirral health and care system may not work together effectively to improve population health and healthcare.
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	Likelihood	Impact	Risk Score	Trend
Inherent Risk Score [assess on 5x5 scale, this is the score before any controls are applied]	4	3	12	
Current Risk Score	2	3	6	
Target Risk Score	1	3	3	
Risk Appetite	NHS Cheshire and Merseyside are still working on guidance on Risk Appetite.			

Senior Responsible Lead	Operational Lead	Directorate	Responsible Committee
Place Director, NHS Cheshire and Merseyside	Place Director, NHS Cheshire and Merseyside	NHS Cheshire and Merseyside, Wirral Place	Wirral Place Based Partnership Board

Strategic Objective	Function	Risk Proximity	Risk Type	Risk Response
Strategic Objective 2: Improving Population Health and Healthcare	Quality, performance, transformation, commissioning, finance, workforce and governance.	B – within the financial year	Place	Manage

Date Raised	Last Updated	Next Update Due
22 nd August 2023	22 nd May 2024	22 nd August 2024

Linked Wirral Plan 2026 objective(s)	<p>Sustainable environment: Working towards a clean-energy, <i>sustainable borough</i> that leads the way in its response to the climate emergency and is environmentally friendly.</p> <p>Brighter Futures: Working together for <i>brighter futures</i> for our children, young people and their families by breaking the cycle of poor outcomes for all regardless of their background.</p> <p>Inclusive economy: Working for a prosperous, <i>inclusive economy</i> - helping businesses to thrive and creating jobs and</p>
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	<p>opportunities for all.</p> <p>Safe and pleasant communities: Working for <i>safe and pleasant communities</i> where our residents feel safe and are proud to live and raise their families.</p> <p>Active and healthy lives: Working to provide happy, <i>active and healthy lives</i> for all, with the right care, at the right time to enable residents to live longer and healthier lives.</p>
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Risk Description	
<p>Collaborative working across system partners in Wirral is essential to the successful provision of quality services and delivery within budget.</p> <p>Good working relationships improve communication, save time, reduce duplication of effort, and provide a better experience for people who use health and social care services.</p> <p>NHS Wirral Place has a strong relationship with partners across the borough and this has only been strengthened with the maturing Wirral Place Based Partnership Board and the reciprocal cross inclusion of senior staff at leadership forums at Wirral Council and NHS Wirral.</p> <p>Wirral Place Review outcomes may lead to adjustment of this risk.</p>	
Linked operational risks	The operational Risk Registers are being developed.

Current Controls			Rating
Policies	Wirral Place Governance Manual. Target Operating Model.		Green
Processes	Place Based Partnership Board (PBPB) and supporting groups established with cross sector representation. Business meetings outside of these groups.		Green
Plans	Wirral Health and Care Plan and supporting programme delivery.		Green
Contracts	Contracts in place with providers in the system which include duty to collaborate.		Green
Reporting	Reporting to PBPB.		Green
Gaps in control			
Wirral Review in progress, may indicate some further collaboration and integration opportunities, not yet a gap in control but needs to be considered.			
Actions planned	Owner	Timescale	Progress Update
Wirral Review	NHS C&M	September 2024	In progress

Assurances

Planned		Actual	Rating
Regular updates on Wirral Review to PBPB.		First update at June 2024 Board.	Significant
Gaps in assurance			
Actions planned	Owner	Timescale	Progress Update

ID No: PDAF 4	Risk Title: The Wirral health and care system is unable to recruit, develop and retain staff to create a diverse health and care workforce with the skills and experience required to deliver the strategic objectives.
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	Likelihood	Impact	Risk Score	Trend
Inherent Risk Score <i>[assess on 5x5 scale, this is the score before any controls are applied]</i>	4	4	16	
Current Risk Score	3	4	12	
Target Risk Score	3	3	9	
Risk Appetite	NHS Cheshire and Merseyside are still working on guidance on Risk Appetite.			

Senior Responsible Lead	Operational Lead	Directorate	Responsible Committee
Place Director, NHS Cheshire and Merseyside	Senior Responsible Officer, Workforce Programme	NHS Cheshire and Merseyside, Wirral Place	Wirral Place Based Partnership Board

Strategic Objective	Function	Risk Proximity	Risk Type	Risk Response
Strategic Objective 3: Enhancing Quality, Productivity & Value for Money	Workforce	C- Beyond financial year	Place	Manage

Date Raised	Last Updated	Next Update Due
10 th August 2023	28 th May 2024	22 nd August 2024

Linked Wirral Plan 2026 objective(s)	Inclusive economy: Working for a prosperous, <i>inclusive economy</i> - helping businesses to thrive and creating jobs and opportunities for all.
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Risk Description

Ensuring that we have a diverse workforce with the necessary skills and experience is essential to the delivery of our strategic objectives. It is also essential in realising the benefits of increased employment across our population. The Wirral system has significant workforce challenges including recruitment, retention and sickness absence. Our health and care workforce includes providers of care in the voluntary, community, faith and social enterprise (VCFSE) sector and independent sector as well as the NHS and statutory social care. The potential impact of this risk includes provider inability to meet demand for care, leading to quality and safety impacts through delays in care provision, absence of specific clinical skills and financial impacts of mitigation through temporary workforce solutions.

Linked operational risks	The operational Risk Registers are being developed.
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Current Controls		Rating
Policies	Provider Recruitment & Selection, Widening Participation, Wellbeing, Development, Retention Strategies.	Amber
Processes	Organisational development, workforce planning, PDR, training & development, communication & engagement, recruitment, demographic profiling, international recruitment, apprenticeship levy, Partnership approaches through Wirral Place Level Workforce Strategy Programme Group	Amber
Plans	C&M People Plan, NHS People Promise, provider workforce plans, care sector workforce recruitment and retention work plan	Amber
Contracts	Employment contracts, terms and conditions	Green
Reporting	Wirral Workforce Group reporting to Wirral Place Based Partnership Board	Green

Gaps in control			
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No current System Workforce dashboard.
Maturity of collaborative working at Place level.
Inconsistent workforce planning process/methodology across Wirral Place.
Links to educational institutions in place but require further development.

Actions planned	Owner	Timescale	Progress Update
Mapping of available data with Place Organisations to understand current baseline workforce including: <ul style="list-style-type: none"> Vacancy profile Demographics Recruitment 'hotspots' 	Senior Responsible Officer, Workforce Programme and Programme Director, WIT	June 2024	Dataset agreed and key anchor organisation workforce leads have established data collection mechanisms and timescales. Work underway to collate the data and establish a single place dashboard of the agreed metrics
Development of comprehensive place workforce dashboard.	Senior Responsible Officer, Workforce Programme and Programme Director, WIT	August 2024	Task and Finish Group to review and establish how best to present the data to include future workforce trends and social value metrics

Assurances			
Planned	Actual		Rating
Wirral Place Workforce Strategy Group	Terms of Reference produced, group membership and meetings established.		Reasonable
Quarterly Assurance reviews on work plan at Wirral Place Based Partnership Board	Included in the PBPB Workplan		
Gaps in assurance			
No current System Workforce dashboard			
Actions planned	Owner	Timescale	Progress Update

ID No: PDAF 5

Risk Title: Financial pressures in the Wirral health and care system could impact in the quality of care and patient experience

	Likelihood	Impact	Risk Score	Trend
Inherent Risk Score [assess on 5x5 scale, this is the score before any controls are applied]	4	4	16	
Current Risk Score	4	3	12	
Target Risk Score	3	3	9	
Risk Appetite	To be confirmed following submission of final plan in June.			

Senior Responsible Lead	Operational Lead	Directorate	Responsible Group
Place Director, NHS Cheshire and Merseyside	Associate Director of Finance and Performance (ADoF), NHS Cheshire and Merseyside (NHSC&M)	NHS Cheshire and Merseyside ICB, Wirral Place	Place Based Partnership Board

Strategic Objective	Function	Risk Proximity	Risk Type	Risk Response
Strategic Objective 3: Enhancing Quality, Productivity & Value for Money	Finance	B – within the financial year	Place	Manage

Date Raised	Last Updated	Next Update Due
25 th August 2023	31 st May 2024	22 nd August 2024

Linked Wirral Plan 2026 objective(s)	<p>Brighter Futures: Working together for <i>brighter futures</i> for our children, young people and their families by breaking the cycle of poor outcomes for all regardless of their background.</p> <p>Safe and pleasant communities: Working for <i>safe and pleasant communities</i> where our residents feel safe and are proud to live and raise their families.</p> <p>Active and healthy lives: Working to provide happy, <i>active and healthy lives</i> for all, with the right care, at the right time to enable residents to live longer and healthier lives.</p>
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Risk Description	
The Wirral Place is unable to deliver its financial target due to overspending against allocated budgets or non-delivery of its savings plan.	
Linked operational risks	Key system performance measures, (e.g. Non Criteria to Reside (NCtR) and other Urgent Care targets, CHC assessments and placements, Out of Area Mental Health Placements), inflationary pressures still impacting upon the cost of delivering services.

Current Controls		Rating
Policies	NHS Planning guidance 2024/25. Local CM ICB approach across key areas (e.g. CHC and Prescribing budget setting), taking account of risk and affordability.	Amber
Processes	CMICB SORD governing approval limits for Place based leaders. Budget books published to Place for agreement. Further work to streamline approval processes underway. Total control environment.	Amber
Plans	Financial Plan developed by CM ICB, with commentary covering corresponding risks in system. Financial plans shared with all partner organisations in Wirral to ensure consistency in terms of approach to savings and avoid unintended consequences.	Amber
Contracts	Local contracts agreed with main NHS Providers. Further work to agree contracts in other key areas notably in relation to package of care related budgets. Total control environment.	Amber
Reporting	Financial Position reported monthly to CM ICB Board. Place based financial position reported monthly to Wirral Place Leadership Team. The overall financial report is part of Wirral Place Based Partnership Board standard agenda.	Amber

Gaps in control			
Confirmation of actions required to deliver the medium to long-term Financial Recovery Plan			
Actions planned	Owner	Timescale	Progress Update
Review of all expenditure to determine whether any “discretionary” expenditure exists.	ADoF, NHS C&M	Ongoing	Continual Review ongoing
Publish Wirral Place based financial recovery plan and share with partners.	ADoF, NHS C&M	September 2023	Completed
Updated Wirral Financial Recovery Plan to be agreed through the 24/25 financial year		September 2024	Ongoing as part of CM ICB process to develop Financial Recovery Plan
Monthly updates reviewed at the CM Expenditure Controls Group	ADoF, NHS C&M	Ongoing	Next update scheduled in Q1 of 24/25 Financial Year.

Assurances		
Planned	Actual	Rating

Reporting arrangements to be established.	Overall Wirral system financial report has been developed and is a standing agenda item for reporting and discussion at the Wirral Place Based Partnership Board (WPBPB).	Reasonable	
Updated Financial Recovery Plan to be agreed by system partners.	As above.		
Gaps in assurance			
Further assurances required to understand the basis of reports generated from third party organisations and ICB central team.			
Actions planned	Owner	Timescale	Progress Update
Report to be taken to Wirral Place Based Partnership Board	ADoF, NHS C&M	Monthly Reporting	Initial report taken to the WPBPB and further reports will be received as now a standing item.

ID No: PDAF 6		Risk Title: The focus on responding to current service priorities and demands diverts resource and attention from delivery of longer-term initiatives in our strategies that support the broader social and economic development of the borough.			
	Likelihood	Impact	Risk Score	Trend	
Inherent Risk Score <i>[assess on 5x5 scale, this is the score before any controls are applied]</i>	4	4	16		
Current Risk Score	2	3	6		
Target Risk Score	2	3	6		
Risk Appetite	NHS Cheshire and Merseyside are still working on guidance on Risk Appetite.				

Senior Responsible Lead	Operational Lead	Directorate		Responsible Committee
Place Director (Wirral), NHS Cheshire and Merseyside	Currently being overseen by Place Director (Wirral)	NHS Cheshire and Merseyside, Wirral Place		Place Based Partnership Board
Strategic Objective	Function	Risk Proximity	Risk Type	Risk Response
Strategic Objective 4: Helping the NHS to support broader social & economic development	Transformation	C – beyond financial year	Principal	Manage
Date Raised	Last Updated		Next Update Due	
13 th September 2023	22 nd May 2024		22 nd August 2024	

Linked Wirral Plan 2026 objective(s)	Sustainable environment: Working towards a clean-energy, <i>sustainable borough</i> that leads the way in its response to the climate emergency and is environmentally friendly.
	Brighter Futures: Working together for <i>brighter futures</i> for our children, young people and their families by breaking the cycle of poor outcomes for all regardless of their background.
	Inclusive economy: Working for a prosperous, <i>inclusive economy</i> - helping businesses to thrive and creating jobs and opportunities for all.
	Safe and pleasant communities: Working for <i>safe and pleasant communities</i> where our residents feel safe and are proud to

live and raise their families.

Active and healthy lives: Working to provide happy, *active and healthy lives* for all, with the right care, at the right time to enable residents to live longer and healthier lives.

Risk Description

Delivery of our shared aims, strategy and plans are dependent on collective ownership and collaborative effort by communities and organisations across Wirral. NHS Cheshire and Merseyside has a key role in system leadership and promoting greater collaboration across the NHS and with local partners. This risk relates to the potential that the NHS Cheshire and Merseyside and Wirral system partners are unable to build effective collaboration, shared ownership and delivery of strategies such as the Wirral Plan 2026, Cheshire and Merseyside Health and Care Partnership Interim Strategy, Wirral Health and Wellbeing Strategy and NHS Cheshire and Merseyside Joint Forward Plan on behalf of the population. This is in the context of the changing operating model of NHS England and NHS Cheshire and Merseyside, and current national and local quality, safety, performance and financial pressures.

Linked Operational Risks

The operational Risk Registers are in development.

Current Controls		Rating
Policies	NHS Operational Planning Guidance 2024/25. Wirral Place Governance Manual. Target Operating Model. Health and Wellbeing Board status as a statutory committee. Wirral Plan 2026.	Green
Processes	Joint strategic and operational planning embedded for health and care in Wirral. Delivery mechanisms agreed for Wirral Health and Wellbeing Strategy.	Green
Plans	Cheshire and Merseyside Health and Care Partnership Interim Strategy, Joint 5-year Forward Plan, Wirral Plan 2026, Wirral Health and Wellbeing Strategy, Wirral Health and Care Plan, CORE 20+5 work, Anchor Institution approaches.	Green
Contracts	Duty to collaborate in NHS contracts. Commitments to social value procurement approaches contracts.	Green
Reporting	Health and Wellbeing Board, Place Based Partnership Board.	Green

Gaps in control

Actions planned	Owner	Timescale	Progress Update

Assurances

Planned	Actual	Rating

Quarterly reporting on delivery of Wirral Health and Wellbeing Strategy.	Reporting in place.			Significant
Engagement of Wirral Health and Wellbeing Board in refresh of HCP Strategy and Joint Forward Plan.	Engagement established through Health and Care Partnership mechanisms.			
Gaps in assurance				
Actions planned	Owner	Timescale	Progress Update	

ID No: PDAF 7		Risk Title: There is a risk that a lack of Urgent and Emergency Care capacity and restricted flow across all sectors in Wirral (primary care, community, mental health, acute hospitals and social care) results in patient harm and poor patient experience.			
	Likelihood	Impact	Risk Score	Trend	
Inherent Risk Score [assess on 5x5 scale, this is the score before any controls are applied]	5	5	25		
Current Risk Score	4	5	20		
Target Risk Score	3	5	15		
Risk Appetite	NHS Cheshire and Merseyside are still working on guidance on Risk Appetite.				

Senior Responsible Lead		Operational Lead		Directorate		Responsible Committee	
Place Director (Wirral), NHS Cheshire and Merseyside		Senior Responsible Officer, Unscheduled Care Programme		NHS Cheshire and Merseyside, Wirral Place		Place Based Partnership Board	
Strategic Objective	Function		Risk Proximity		Risk Type		Risk Response
Strategic Objective 1: Tackling Health Inequalities in Outcomes, Access and Experience	Transformation		A – within the next quarter		Principal		Manage
Date Raised			Last Updated			Next Update Due	
9 th November 2023			31 st May 2024			22 nd August 2024	

Linked Wirral Plan 2026 objective(s)	Active and healthy lives: Working to provide happy, <i>active and healthy lives</i> for all, with the right care, at the right time to enable residents to live longer and healthier lives.
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Risk Description
The wider urgent and emergency care system, spanning primary care, community and mental health care and social care is under significant pressure with similar demand, capacity and flow challenges impacting on the ability of patients to access the right urgent or emergency care at the right time in the right place. Wirral, as a Place, is experiencing the same pressures. Within the acute sector, high bed occupancy, driven by increased presentations at ED (days in excess of 20% increases), excess bed days due to no criteria to reside patients (although this is a much improved position) and higher levels of acuity is

resulting in reduced flow from emergency departments into the acute bed base, and is in turn impacting on waiting times in the Emergency Department (ED), ambulance handover delays and failure to meet the 15 minute ambulance response time standard. Delays in ambulance response times and delays in ED are associated with patient harm and poor patient experience, and increased health inequalities as people living in more deprived areas are more likely to present at EDs.

Linked Operational Risks	Place operational risk registers are being developed. A bespoke Risk Register may be required for the Unscheduled Care Programme.
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Current Controls		Rating
Policies	NHS Delivery plan for recovering urgent and emergency care services (“the recovery plan”) January 2023, Urgent and Emergency Care (UEC) Tiering, Winter Planning Guidance (Annex A ten high impact interventions and Annex B System Roles and Responsibilities) (August 2023), System Control Centre (SCC) Review of Standards (August 2023), revised OPEL framework (July 2023)	G
Processes	System Control Centre (SCC), Cheshire and Merseyside (C&M) level operational plans, provider and Place level plans, performance monitoring, contract management, NHS Oversight Framework, national Urgent and Emergency Care (UEC) Tiering and associated support, 2023/24 Winter Planning process. Wirral Place – Unscheduled Care Programme.	A
Plans	C&M Operational Plan, Place Delivery Plans – 2024/25 operational planning round concluded, and plans signed off 04/05/2023. The overall UEC recovery programme of work is in development and includes the 10 high impact interventions running through provider, place and reports into the new UEC Recovery and Improvement Group across C&M. Wirral Unscheduled Care Improvement Plan including alternatives to ED and 4 hour system response plan	A
Contracts	NHS Standard Contract – contracting round for 2024/25 concluded.	G
Reporting	SCC reporting; Winter Plan reporting; UEC Recovery Programme level reporting via UEC Recovery and improvement Group (sitting under Transformation Committee) at C&M level. UEC operational performance reported via Quality & Performance Committee, NHS C&M Board; regular touch points with regional/national NHSE teams. Wirral Place – Unscheduled Care Programme Board reporting to Wirral PBPB.	A

Gaps in control

Industrial Action. IA to date has had significant impact thus far primarily on elective care, as resource has been redirected to support the UEC pathway. The scale and frequency of IA going forward is unknown. We work to mitigate through EPRR processes on days of IA, and Trusts seek to mitigate impact overall.

Demand exceeds planned capacity levels in a range of sectors, and fuller understanding of demand and capacity across all sectors is required.

Actions planned	Owner	Timescale	Progress Update
EPRR processes to mitigate impact of industrial action.	NHS Cheshire and	Completed	Systems in place.

	Merseyside		
Demand and capacity plan for Wirral Place.	Director of Adults' Care and Health, Wirral Council	May 2024	Work in progress.
Cheshire and Merseyside target to hit the 78% 4-hour wait target in March 2024. The expectation is that this will be delivered by the Wirral system.	Unscheduled Care Improvement Programme SRO	March 2024	System plan in development with a trajectory to reach 78% by the end of March 2025, recognising that this will be a significant challenge given the current increases in demand experienced at ED

Assurances

Planned	Actual	Rating
Unscheduled Care Programme reports to Wirral Place Based Partnership Board.	Monthly reports to Wirral Place Based Partnership Board in place.	Reasonable

Gaps in assurance

Refresh of the 2024/25 Unscheduled Care work programme to be endorsed by Wirral PBPB.

Actions planned	Owner	Timescale	Progress Update
Refresh of the 2024/25 Unscheduled Care work programme to be agreed by Wirral PBPB.	SRO, Unscheduled Care Programme	July 2024	To be included as an agenda item for July's Board following agreed UEC governance arrangements and review/approval at Unscheduled Care Programme Board
Finalise the Wirral system wide plan for the delivery of the 4 hours 78% standard by March 2025	SRO, Unscheduled Care Programme	July 2024	