

Title	Place Delivery Assurance Framework
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Report for	Wirral Place Based Partnership Board
Date of Meeting	21 st December 2023

Report Purpose and Recommendations

The purpose of this report is to provide the Wirral Place Based Partnership Board with an update on the system management of key strategic risks as identified in the Place Delivery Assurance Framework.

The Wirral Place Based Partnership Board is asked to:

- Note the work to apply NHS Cheshire and Merseyside's Risk Management Framework to the Wirral Place Partnership governance arrangements.
- Approve the updated Place Delivery Assurance Framework.
- Endorse the inclusion of an additional strategic risk pertaining to Unscheduled Care in the PDAF.
- Note that an updated PDAF and a draft Risk Register will be presented at the Board meeting scheduled for 21st March 2024.

Key Risks

The Place Delivery Assurance Framework has identified the key strategic risks for Wirral Place in the following areas:

- Service Delivery
- Children and Young People
- Collaboration
- Workforce
- Finance
- Community Wealth Building

The documentation defines the inherent, current and target risk score for each of these strategic risks.

The report also suggests the addition of a strategic risk pertaining to Unscheduled Care.

Governance journey

Date	Forum	Report Title	Purpose/Decision
23 rd February 2023	NHS Cheshire and Merseyside Board	Risk Management	Approved Risk Management Strategy and Framework

19 th October 2023	Wirral Place Based Partnership Board	Developing a Risk Management Framework for Wirral Place Partnership Arrangements	Approved
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1	Narrative
1.1	Background
1.1.1	In February 2023 NHS Cheshire and Merseyside’s Board approved the organisation’s Risk Management Strategy. The Strategy seeks to create an effective risk management framework to ensure that high quality services are delivered within available resources and to provide a safe working environment for staff. The framework that the Strategy creates incorporates Place Based Partnership Boards and their supporting groups as these are part of NHS Cheshire and Merseyside’s governance arrangements in each of the nine Places.
1.1.2	The Wirral Place Based Partnership Board approved a paper on 19 th October 2023 that set out how the Risk Management Framework will be applied to NHS Cheshire and Merseyside’s governance arrangements in and with Wirral Place. The Board approved the Place Delivery Assurance Framework at this meeting.
1.1.3	Appendix 1 defines the meaning of the terminology used in this paper. Appendix 2 sets out the key components of the risk management framework. Appendix 3 sets out the risk assessment matrix that is being used by NHS Cheshire and Merseyside across the whole organisation and the nine Places. This sets out the criteria used to define and measure impact and likelihood, resulting in the risk rating. This aims to ensure a consistent approach to the rating of risks. This matrix is used for the NHS Cheshire and Merseyside Board Assurance Framework and Risk Registers and is also applied to the PDAF, Place Risk Register and the risk registers of the four supporting groups.
1.2	Applying the Risk Management Framework to Wirral Place Partnership Arrangements
1.2.1	The Place Delivery Assurance Framework (PDAF) in Appendix 4 sets out the controls, the systems and processes, that are currently in place to prevent a risk from occurring, or to reduce the potential consequences and likelihood. The PDAF also provides evidence on the assurances that controls are in place, operating effectively and objectives are being achieved. The PDAF provides an assurance framework for the Wirral Place Based Partnership Board. The PDAF creates a structured means of identifying, mapping and assessing sources of assurance in relation to the strength and effectiveness of the controls that have been put in place to mitigate the risks to Place objectives. By receiving and reviewing the actual assurances and using findings, the adequacy of controls can be confirmed or modified. The PDAF is a “living” document that will be reviewed by the Wirral Place Based Partnership Board every quarter, the next review will be the meeting schedule for 21 st March 2024.

1.2.2	<p>The PDAF was reviewed in November 2023 by the Senior Responsible Officers for the delivery programmes most relevant to the identified strategic risks. It was also reviewed by the Governance leads from partnership organisations, reviewing the PDAF against their own organisational strategic risk management arrangements. Appendix 4 sets out the outcomes of this review process. The PDAF Risk Summaries have been adapted to link Integrated Care System (ICS) strategic objectives to the strategic objectives of the Wirral Plan 2026, as requested by the Wirral PBPB at the meeting on 19th October 2023.</p> <p>There has been no movement since the meeting on 19th October 2023 in the current risk scores for:</p> <ul style="list-style-type: none"> • PDAF 1: Service Delivery • PDAF 2: Children and Young People • PDAF 4: Workforce • PDAF 5: Finance • PDAF 6: Community Wealth Building <p>PDAF 3: Collaboration has moved from 9 to 6, lowering the current risk score.</p> <p>The Wirral Place Based Partnership Board is asked to approve the updated PDAF.</p>
1.2.3	<p>The Wirral Place risk management arrangements were reviewed alongside those of other Places at NHS Cheshire and Merseyside’s Risk Management Committee on 9th November 2023. The work that has been undertaken in Wirral Place was commended as an exemplar for other Places to follow in terms of both process and product. It was recommended at the Committee that all Places should have a strategic system risk pertaining to Unscheduled Care, Appendix 5 sets out a proposed Risk Summary for an additional strategic risk for Wirral Place. It is recommended that the Wirral Place Based Partnership Board endorses the inclusion of an additional strategic risk pertaining to Unscheduled Care in the PDAF.</p>
1.2.4	<p>Work has commenced to develop a Place Risk Register. A Place Risk Register will focus on the delivery of functions delegated to Place, whether specific to a Place or across multiple Places. The Place Risk Register will be influenced by the risk registers of the five supporting groups, which are:</p> <ul style="list-style-type: none"> • Finance and Investment • Primary Care • Quality and Performance • Strategy and Transformation • Workforce <p>It is anticipated that the Place Risk Register will be included in the papers for the Wirral Place Based Partnership Board that is scheduled for 21st March 2024.</p>

2.1	<p><i>Risk Mitigation and Assurance</i></p> <p>The implementation of the Risk Management Framework will support the management of the key strategic risks for NHS Cheshire and Merseyside's partnership arrangements in Wirral.</p>
2.2	<p><i>Financial</i></p> <p>There are no direct financial implications arising from this report, although the ability of the Wirral system to achieve financial balance is a key strategic risk.</p>
2.3	<p><i>Legal and regulatory</i></p> <p>There are no direct legal or regulatory implications arising from this report, although the Risk Management Framework does follow the principles of good governance.</p>
2.4	<p><i>Resources</i></p> <p>There are no direct implications for other resources – staffing, IT and assets – arising from this report. The Risk Management Framework will be managed within existing NHS Cheshire and Merseyside partnership arrangements in Wirral. The PDAF does also identify workforce capacity, capability and availability as a key area of strategic risk.</p>
2.5	<p><i>Engagement and consultation</i></p> <p>Engagement with system partners has taken place in the development of the PDAF. This will continue as the Risk Management Framework is fully implemented in Wirral.</p>
2.6	<p><i>Equality</i></p> <p>Wirral Council and NHS Cheshire and Merseyside and statutory partners have a legal requirement to make sure their policies, and the way they carry out their work, do not discriminate against anyone. No Equality Impact Assessment (EIA) is required for this report.</p>
2.7	<p><i>Environment and Climate</i></p> <p>Wirral Council and NHS Cheshire and Merseyside and partners in Wirral are committed to carrying out their work in an environmentally responsible manner. There are no environment and climate implications arising from this report.</p>
2.8	<p><i>Community Wealth Building</i></p> <p>Community Wealth Building in Wirral focusses on partnerships and collaboration. These partnerships are led by Wirral Council with external partners and stakeholders, including residents. NHS Cheshire and Merseyside and partner organisations will support the Council in community wealth building by ensuring health and care organisations in the borough have a focus on reducing health inequalities and contribute to the development of a resilient and inclusive economy for Wirral. The report concerns the establishment of effective risk management systems which, while not directly impacting on health inequalities, will create a framework for the consideration, identification, and mitigation of risks to health equality, and provide assurance regarding the effectiveness of mitigation strategies.</p>

3.1	<p>The next steps in developing NHS Cheshire and Merseyside's Risk Management Framework in Wirral are to:</p> <ul style="list-style-type: none"> • Undertake the next quarterly review of the PDAF and report to the Wirral Place Based Partnership Board on 21st March 2023. • Develop the risk registers for the supporting groups to the Wirral Place Based Partnership Board.
3.2	<p>This work will be undertaken through engagement with the governance leads of partner organisations and members of the supporting groups. The Wirral Place Based Partnership Board will then receive the latest and most relevant documentation for oversight and assurance.</p>

4	Appendices
	<p>Appendix 1 – Definitions Appendix 2 – Key components of the Risk Management Framework Appendix 3 – Risk Management Matrix Appendix 4 – Place Delivery Assurance Framework and Risk Summaries Appendix 5 – Draft Risk Summary Unscheduled Care</p>

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