

Recommendations are detailed within this report and also in full at **Section 3 of this report**.

Strategic Objective A: Leading for Excellence

Risk Ref A1: Delivery Improvement

Failure to effectively recognise, monitor and have mitigating actions to improve standards of local care will impact on patient safety and positive health outcomes for local people and communities.

Risk Analysis	Q1 (2024/25)	Q2 (2024/25)	Q3 (2024/25)	Q4 (2024/25)
Current Risk Rating	15	15	25	25
Risk Appetite	8 (BALANCED)	8 (BALANCED)	8 (BALANCED)	8 (BALANCED)

- The risk score remained high in 2024/25, starting at 15 and reaching 25 in Q3, exceeding the 'balanced' risk appetite of 8 set by the Board.
- The Board undertook a deep dive in respect of this risk and further actions to mitigate this risk were recognised. The Quality Committee also reviewed this risk at each of their meetings. However, the score remained elevated.
- **Recommendation:** It is important to acknowledge the substantial scrutiny this risk has undergone. The Board is advised to maintain focus on this risk, considering a range of mitigation strategies to lower the risk score, particularly in response to recent national announcements.

Risk Ref A2: Delivery Improvement

Failure to deliver the ICB Operating plan for 2024/25, and the associated 32 national objectives, may result in patients not being treated in a timely and appropriate manner.

Risk Analysis	Q1 (2024/25)	Q2 (2024/25)	Q3 (2024/25)	Q4 (2024/25)
Current Risk Rating	16	16	16	16
Risk Appetite	8 (BALANCED)	8 (BALANCED)	8 (BALANCED)	8 (BALANCED)

- The risk score in 2024/25 has consistently been high at 16, compared to a 'balanced' risk appetite of 8 set by the Board.
- **Recommendation:** It is advised to close this risk associated with the 2024/25 Operating Plan, and initiate a new risk focused on the updated Operating Plan for 2025/26 and any emerging priorities. Positive assurances, key controls, and any identified gaps will be developed and presented to the Board in May/June.

Risk Ref A3: Data and Digital

Failure to develop data and digital maturity (including Cyber Security) will prevent the ICS from delivering against its core purposes.

Risk Analysis	Q1 (2024/25)	Q2 (2024/25)	Q3 (2024/25)	Q4 (2024/25)
Current Risk Rating	12	12	12	12
Risk Appetite	12 (OPEN)	12 (OPEN)	12 (OPEN)	12 (OPEN)

- In 2024/25, the risk score consistently stayed at 12, matching the 'open' risk appetite of 12 set by the Board.
- **Recommendation:** The Board should assess whether this risk should stay open, considering the risk appetite has been consistently met. However, due to recent announcements and forthcoming changes, it is advisable to keep this risk open in 2025/26 for continued close monitoring in Q1.

Strategic Objective B: Leading for Prevention

Risk Ref B1: Empowering Collaboratives

Failure of the ICB to align with the wider partnership vision and priorities and therefore not transforming services to achieve enduring improvement to the health & wellbeing of our population & local communities.

Risk Analysis	Q1 (2024/25)	Q2 (2024/25)	Q3 (2024/25)	Q4 (2024/25)
Current Risk Rating	12	12	12	12
Risk Appetite	12 (OPEN)	12 (OPEN)	12 (OPEN)	12 (OPEN)

- In 2024/25, the risk score consistently stayed at 12, matching the 'open' risk appetite of 12 set by the Board.
- **Recommendation:** The Board should assess whether this risk should stay open, considering the risk appetite has been consistently met. However, due to recent announcements and forthcoming changes, it is advisable to keep this risk open in 2025/26 for continued close monitoring in Q1.

Strategic Objective C: Leading for Sustainability

Risk Ref C2: Sustainable Estates

The estates infrastructure of the ICS hinders our ability as an ICB to deliver consistently high-quality care.

Risk Analysis	Q1 (2024/25)	Q2 (2024/25)	Q3 (2024/25)	Q4 (2024/25)
Current Risk Rating	12	12	12	12
Risk Appetite	12 (OPEN)	12 (OPEN)	12 (OPEN)	12 (OPEN)

- In 2024/25, the risk score consistently stayed at 12, matching the 'open' risk appetite of 12 set by the Board.
- **Recommendation:** The Board should assess whether this risk should stay open, considering the risk appetite has been consistently met. However, due to recent announcements and forthcoming changes, it is advisable to keep this risk open in 2025/26 for continued close monitoring in Q1.

Risk Ref C3a: Outcomes Led Resourcing

Failure to operate within the ICBs available resources for 2024/25 will cause financial instability leading to poorer outcomes for the population; threaten individual organisation sustainability; undermine confidence in the ICB leadership; risks the system being subject to escalated oversight from regional and national processes that detract from getting on with the required responsibilities and priorities.

Risk Analysis	Q1 (2024/25)	Q2 (2024/25)	Q3 (2024/25)	Q4 (2024/25)
Current Risk Rating	16	20	20	9
Risk Appetite	8 (BALANCED)	8 (BALANCED)	8 (BALANCED)	8 (BALANCED)

- In 2024/25, the risk score rose in Q2 and Q3 before dropping to 9 in Q4, compared to a 'balanced' risk appetite of 8 set by the Board.
- **Recommendation:** It is recommended to close this risk with respect to 2024/25, and a new risk should be initiated focusing on 2025/26 and any emerging priorities. Positive assurances, key controls, and identified gaps will be developed and presented to the Board in May/June.

Risk Ref C3b: Outcomes Led Resourcing

Failure to operate within the ICSs available resources for 2024/25 will cause financial instability leading to poorer outcomes for the population; threaten individual organisation sustainability; undermine confidence in the leadership; risks the system being subject to escalated oversight from regional and national processes that detract from getting on with the required responsibilities and priorities.

Risk Analysis	Q1 (2024/25)	Q2 (2024/25)	Q3 (2024/25)	Q4 (2024/25)
Current Risk Rating	16	20	20	20
Risk Appetite	8 (BALANCED)	8 (BALANCED)	8 (BALANCED)	8 (BALANCED)

- In 2024/25, the risk score started at 16 and rose to 20 from Q2 onwards, against a 'balanced' risk appetite of 8 set by the Board.
- The Board and the Finance, Performance and Development Committee has regularly reviewed financial risks and implemented mitigating actions, yet the risk score remains high.
- **Recommendation:** It is recommended to close this risk with respect to 2024/25, and a new risk should be initiated focusing on 2025/26 and any emerging priorities. Positive assurances, key controls, and identified gaps will be developed and presented to the Board in May/June.

Risk Ref C5a: Outcomes Led Resourcing

Failure to deliver a medium-term financial plan for the ICB, that achieves financial sustainability and recovery, leading to poorer outcomes for the population; threatens ICB sustainability; undermines confidence in the ICB and ICS leadership, as part of the system.

Risk Analysis	Q1 (2024/25)	Q2 (2024/25)	Q3 (2024/25)	Q4 (2024/25)
Current Risk Rating	16	16	16	12
Risk Appetite	8 (BALANCED)	8 (BALANCED)	8 (BALANCED)	8 (BALANCED)

- In 2024/25, the risk score stayed high at 16 from Q1 to Q3, then dropped to 12 in Q4, against a 'balanced' risk appetite of 8 set by the Board.
- **Recommendation:** It is recommended to close this risk with respect to 2024/25, and a new risk should be initiated focusing on 2025/26 and any emerging priorities. Positive assurances, key controls, and identified gaps will be developed and presented to the Board in May/June.

Risk Ref C5b: Outcomes Led Resourcing

Failure to deliver a medium-term financial plan for the system, that achieves financial sustainability and recovery, leading to poorer outcomes for the population; threatens individual organisations sustainability; undermines confidence in the ICB, ICS leadership and System leaders.

Risk Analysis	Q1 (2024/25)	Q2 (2024/25)	Q3 (2024/25)	Q4 (2024/25)
Current Risk Rating	16	16	16	16
Risk Appetite	8 (BALANCED)	8 (BALANCED)	8 (BALANCED)	8 (BALANCED)

- In the 2024/25 period, the risk score has consistently remained elevated at 16, compared to a 'balanced' risk appetite of 8 set by the Board.
- **Recommendation:** It is recommended to close this risk with respect to 2024/25, and a new risk should be initiated focusing on 2025/26 and any emerging priorities. Positive assurances, key controls, and identified gaps will be developed and presented to the Board in May/June.

Risk Ref C6: System Workforce

Failure to recruit and retain staff of the right calibre and with the right values will prevent the ICB organisation delivering its core

purposes. Lack of effective succession planning will reduce the leadership capability of the ICB and limit the impact and effectiveness of the organisation in leading the improvement and transformation of the HNY health and care system.

Risk Analysis	Q1 (2024/25)	Q2 (2024/25)	Q3 (2024/25)	Q4 (2024/25)
Current Risk Rating	8	8	8	8
Risk Appetite	12 (OPEN)	12 (OPEN)	12 (OPEN)	12 (OPEN)

- In 2024/25, the risk score stayed low at 8, within a 'balanced' risk appetite of 12 set by the Board.
- **Recommendation:** The Board should assess whether this risk should stay open, considering the risk appetite has been consistently met. However, in light of recent announcements and anticipated changes, it is recommended to maintain this risk open for the 2025/26 period for ongoing close monitoring, especially as the recent update in Q1 has indicated an increase to a score of 12.

Risk Ref C7: System Workforce

Immediate term financial pressures, employment relations challenges and increasing workload leads to reductions in the availability of

workforce across the system. This increases the likelihood of failure in delivery or capitalisation on priority workforce transformation initiatives, leading to worsening workforce recruitment and retention challenges system-wide in coming years. Population health outcomes, health inequalities and those choosing to enter training in health and care careers will also be affected.

Risk Analysis	Q1 (2024/25)	Q2 (2024/25)	Q3 (2024/25)	Q4 (2024/25)
Current Risk Rating	N/A	16	16	16
Risk Appetite	N/A	12 (OPEN)	12 (OPEN)	12 (OPEN)

- In 2024/25, the risk score has remained consistently high at 16, compared to an 'open' risk appetite of 12.
- **Recommendation:** This risk should remain a focus of the Board's discussions, with consideration given to a wider array of mitigation strategies to reduce the risk score, especially in light of recent national announcements.

Strategic Objective D: Voice at the Heart

Risk Ref D1: Transformative Public Engagement

Failure to effectively engage and deliver our legal duty to involve patients and the public in decision making and service development will prevent the ICS from providing integrated, coordinated and quality care.

Risk Analysis	Q1 (2024/25)	Q2 (2024/25)	Q3 (2024/25)	Q4 (2024/25)
Current Risk Rating	12	12	12	12
Risk Appetite	12 (OPEN)	12 (OPEN)	12 (OPEN)	12 (OPEN)

- The risk score stayed at 12 in 2024/25, matching the 'open' risk appetite set by the Board.
- **Recommendation:** The Board should evaluate whether this risk should remain open given that the risk appetite has been consistently met. However, it would be prudent to keep it open in 2025/26 to enable continued close monitoring in Q1.

END.