**Primary Care Contracts Sub-Committee**

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| **Date of meeting** | 12 June 2025 | | | | |
| **Title of paper** | Risk Management Update Report | | | | |
| **Presented by** | Claire Moore, Head of Risk, Assurance and Delivery | | | | |
| **Author** | Claire Moore, Head of Risk, Assurance and Delivery | | | | |
| **Agenda Item** | 5 | | | | |
| **Confidential** | No | | | | |
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| **Purpose of the paper\*** | | | | | |
| The purpose of this report is to present an update on the risk management activity undertaken for those risks which relate to the business of the Primary Care Contracts Sub-Committee. | | | | | |
| **Executive Summary** | | | | | |
| Following the review of the ICB’s committee structures which was approved by the board at its meeting on 19 March, risks held by the ICB which receive oversight through its assuring committees have been re-aligned to the new committees’ functions and the ICB’s risk management reporting cycle for 2025/26.  Those risks which are assessed as having the potential to impact of the achievement of the ICB’s strategic objectives are held on the Board Assurance Framework (BAF). There are no risks held on the BAF relating to the business of the Primary Care Contracts Sub-Committee.  Risks which are assessed as having the potential to significantly impact on the delivery of plans or priorities and are rated as “high” are held on the Operational Risk Register (ORR).  There are three risks held on the ORR in relation to the business of the sub-committee:   * **Risk ID ICB 007: Prevalence of dental caries:** There is a risk that the prevalence of dental caries will deteriorate and that the underlying level of oral health will deteriorate putting additional pressure on access to routine dental care and other dental services available in primary and secondary care. * **Risk ID ICB 009: GP Contract 2024/25 dispute Collective Action;** there is a risk that collective action may further result in reduced level of service and impact on patients’ ability to access healthcare via their GP; reduce the number of patient contacts; resulting in practices not engaging with advice and guidance and further impacting on secondary care.  This risk has been reviewed and will be recommended to the Executive Management Team for closure on 4 June 2025.     The following risk also receives oversight through the Quality and Outcomes Committee:     * **Risk ID ICB 013:** There is a risk that the ICB is not sighted on and effectively managing the quality of care delivered by Primary Care. This could adversely impact patient safety, experience, outcomes, clinical effectiveness and the ICB's ability to meet its statutory responsibilities in relation to quality oversight.   A summary of the updates provided for each of the above risks are presented within sections 3 and 4 of the report.   The full risk register entries are provided at Appendix 1, and a high-level summary dashboard of all risks currently held which meet the threshold for corporate oversight through other assuring committees is attached at Appendix 2. | | | | | |
| **Recommendations\*** | | | | | |
| * **Note** the contents of the report. * **Note** the risk management activity undertaken during the reporting period. * **Review** the risks relating to the business of the Primary Care Contracts Sub-Committee (Appendix 1). * **Note** the recommendation to EMT for closure of Risk ICB009. * **Note for information** all risks currently held on the ICB’s ORR (Appendix 2). | | | | | |
| **Governance and reporting\*** (list other forums that have discussed this paper and any other engagement that has taken place) | | | | | |
| **Meeting** | **Date** | | | | **Outcomes** |
| **ICB Executive Management Team** | **4 June 2025** | | | | **Awaited** |
| **Conflicts of interest identified** | | | | | |
| **N/A** | | | | | |
| **Implications** | | | | | |
| *If yes, please provide a brief risk description and reference number* | **YES** | **NO** | **N/A** | **Comments** | |
| Quality impact assessment completed |  | X |  | Not required | |
| Equality impact assessment completed |  | X |  | Not required | |
| Privacy impact assessment completed |  | X |  | Not required | |
| Financial impact assessment completed |  | X |  | Not required | |
| Associated risks | X |  |  | Outlined in the report | |
| Are associated risks detailed on the ICB Risk Register? | X |  |  | Outlined in the report | |
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| **Report authorised by** | Claire Moore on behalf of Debra Atkinson, Director of Corporate Governance/Company Secretary | | | | |

# ICB Primary Care Contracts Sub-Committee

# 12 June 2025

**Risk Management Update Report**

1. **Introduction** 
   1. The purpose of the report is to present an update on the risk management activity undertaken for those risks relating to the business of the Primary Care Contracts Sub-Committee during Quarter 1 2025/26.

1.2 The report includes a summary of updates relating to each risk, highlighting where there have been changes, alongside the full risk entry which is provided at Appendix 1. Also attached for information (Appendix 2) is a high-level summary dashboard of all risks currently held with corporate oversight through other assuring committees.

1. **Background**

2.1 Following the review of the ICB’s committee structures which was approved by the board at its meeting on 19 March, risks held by the ICB which receive oversight through its assuring committees have been re-aligned to the new committees’ functions and the ICB’s risk management reporting cycle for 2025/26.

2.2 Risks which are assessed as having the potential to significantly impact on the delivery of the ICB’s Strategic Objectives are held on the Board Assurance Framework (BAF). There are no risks held on the BAF which are aligned to the business of the Primary Care Contracts Sub-Committee.

2.3 Risks which are assessed as having the potential to significantly impact on the delivery of plans or priorities and are categorised as “high,” are held on the Operational Risk Register (ORR). There are three risks held on the ORR which have been aligned to the business of the sub-committee, including one risk which is recommended for closure, summarised in section 4 of the report below.

1. **Review of Risks relevant to the business of the Sub-Committee**

3.1 The following tables present a summary of the updates which have been provided in relation to each of the risks held during February – April 2025. These updates reflect any changes to the risk controls and assurances, any gaps identified and where relevant the mitigating actions planned, which have been provided by the risk SRO.

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| **Risk ID ICB 007:** There is a risk that the prevalence of dental caries will deteriorate and that the underlying level of oral health will deteriorate putting additional pressure on access to routine dental care and other dental services available in primary and secondary care. | | | |
| **Current score: 16 (C4xL4)** | **Target score: 8 (C4 x L2)** | **In/out of risk appetite (current risk score): Out (4-10)** | **In/out of risk appetite (target risk score): In** |
| The risk has been reviewed with no proposed movement to the risk score.  The risk controls and assurances remain as previously reported with the following updates provided:  **Controls** have been fully reviewed and updated as follows:   * Dental Access and Oral Health Improvement 5 Year Plan has received board approval.   **Assurances have been strengthened:**   * Dental Access and Oral Health Improvement 5 Year Plan is now being mobilised (see below).   **Actions:**   * **Dental Access Oral Health Improvement:** **5 Year Plan**: there are 10 open actions aligned to key deliverables supporting the Dental Access Oral Health Improvement 5 Year Plan. The actions have all been reviewed and are within the delivery due date of 31 March 2026. * **Recruitment and retention:** Funding has been released to three practices who have successfully recruited a Level 1 overseas dentist. Approvement in principle has been given to extend the scheme into 2025/26 (subject to board approval). * **Dental Dashboard – BI Support:** No further update provided in relation to this action. | | | |

3.2 The following risk is jointly overseen through the ICB’s Quality and Outcomes Committee:

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| **Risk ID ICB 013:** There is a risk that the ICB is not sighted on and effectively managing the quality of care delivered by Primary Care. This could adversely impact patient safety, experience, outcomes, clinical effectiveness and the ICB’s ability to meet its statutory responsibilities in relation to quality oversight. | | | |
| **Current score: 16 (C4xL4)** | **Target score: 8 (C4 x L2)** | **In/out of risk appetite (current risk score): Out**  **(4-10)** | **In/out of risk appetite (target risk score): In** |
| The risk has been reviewed with no proposed change in risk score.  **Controls:** have been updated as follows:   * Contract monitoring is in place which allows for oversight of operational delivery. * There are established roles that support reactive response to concerns raised in relation to quality. * The national contract dispute is resolved; LTC LES, Routine LES and Medicines Optimisation schemes commenced.   **Gaps in controls have been updated as follows:**   * Quality oversight is currently mainly focused on general practice due to capacity and expertise.   **Assurances** have been strengthened:   * Integrated performance report produced and shared with Primary Care Quality Group.   **Gaps in assurance** have been identified including:   * Aspects of prescribing practices in primary care. * Clinical Effectiveness Group is currently paused. * The interdependency between the gaps in control relating to challenging and complex operating environment for primary care (in relation to finances, quality, estates, resources and ongoing service demands) and the anticipated ICB operating model due at the end of April 2025.   **Actions have been updated:**  There are a total of seven open actions held; all have been reviewed, and no actions have gone beyond their expected completion date.  The following actions have been reviewed and updated as follows:   * **Primary Care integrated Performance Reporting Performance indicators**: Further to the check and challenge review meeting held in February, a workshop has been convened to review and refine the integrated performance report; this work will be re-evaluated and aligned once the ICB model blueprint requirements for strategic commissioning in relation to primary care are available. A review of the indicators (both national and local) from the primary care dashboard will be presented to the Quality and Outcomes Committee. * **Freedom to Speak Up (primary care):** there has been no further guidance provided in relation to FTSU in primary care from NHS England. This will remain under review.   The following new action has been added:   * **Primary Care Commissioning Assurance Framework** – a gap analysis us being undertaken to assess differences between Primary Care Commissioning Assurance Framework requirements and National Quality Board requirements (due to be presented to Primary Care Quality Group in May 25). | | | |

1. **Risks recommended for closure during the reporting period**

4.1 The following risk has been reviewed and will be recommended to EMT for closure on 4 June:

* **Risk ID ICB 009: GP Contract 2024/25 dispute Collective Action;** there is a risk that collective action may further result in reduced level of service and impact on patients’ ability to access healthcare via their GP; reduce the number of patient contacts; result in practices not engaging with advice and guidance; with further impact on secondary care.

4.2 The national GP 2025/26 contract deal was accepted on 28 February. In addition the development of a consistent commissioning approach was approved by the ICB board on 24 April. This has seen the commencement of the Long-Term Conditions LES, Routine LES and Medicines Optimisation Scheme. Any residual risk is being mitigated locally through collaboration via relevant primary and secondary care leads.

**5. Recommendations**

5.1 The committee is requested to:

* **Note** the contents of the report.
* **Note** the risk management activity undertaken during the reporting period.
* **Review** the risks relating to the business of the Primary Care Contracts Sub-Committee (Appendix 1).
* **Note** the recommendation to EMT for closure of Risk ICB009.
* **Note for information** all risks currently held on the ICB’s ORR (Appendix 2).

Claire Moore

Head of Risk, Assurance and Delivery

**Appendix 2**

**High level summary dashboard of all risks held on Operational Risk Register (Corporate Oversight)**

**A screenshot of a computer

AI-generated content may be incorrect.**