

Meeting name:	WY ICB Board
Agenda item no.	15
Meeting date:	19 March 2024
Report title:	Board Assurance Framework (BAF) Update
Report presented by:	Laura Ellis, WY ICB Director of Corporate Affairs
Report approved by:	Laura Ellis, WY ICB Director of Corporate Affairs
Report prepared by:	Kim Kingan, WY ICB Interim Head of Governance

Purpose and Action			
Assurance <input checked="" type="checkbox"/>	Decision <input type="checkbox"/> (approve/recommend/ support/ratify)	Action <input checked="" type="checkbox"/> (review/consider/comment/ discuss/escalate)	Information <input type="checkbox"/>
Previous considerations:			
West Yorkshire ICB Board - 16 January 2024 West Yorkshire Quality Committee and Finance Investment and Performance Committee – 27 February 2024			
Executive summary and points for discussion:			
<p>Effective risk management processes are crucial to ensuring that the ICB's strategic priorities are delivered and compliance with all legislation, regulatory frameworks, and risk management standards is maintained.</p> <p>This report provides the latest update on the BAF and the work undertaken since the January 2024 Board meeting.</p>			
Which purpose(s) of an Integrated Care System does this report align with?			
<input checked="" type="checkbox"/> Improve healthcare outcomes for residents in their system. <input checked="" type="checkbox"/> Tackle inequalities in access, experience and outcomes. <input checked="" type="checkbox"/> Enhance productivity and value for money. <input checked="" type="checkbox"/> Support broader social and economic development			
Recommendation(s)			
To REVIEW the new Board Assurance Framework Action Plan.			
Does the report provide assurance or mitigate any of the strategic threats or significant risks on the Corporate Risk Register or Board Assurance Framework? If yes, please detail which:			
This report provides an update on the phased approach to refreshing the Board Assurance Framework.			
Appendices			
Appendix 1 – WY ICB Board Assurance Framework Action Plan			

Acronyms and Abbreviations Explained

BAF – Board Assurance Framework

ICB – Integrated Care Board

What are the implications for?

Residents and Communities	None directly arising from this report.
Quality and Safety	None directly arising from this report.
Equality, Diversity and Inclusion	None directly arising from this report.
Finances and Use of Resources	None directly arising from this report.
Regulation and Legal Requirements	None directly arising from this report.
Conflicts of Interest	None directly arising from this report.
Data Protection	None directly arising from this report.
Transformation and Innovation	None directly arising from this report.
Environmental and Climate Change	None directly arising from this report.
Future Decisions and Policy Making	None directly arising from this report.
Citizen and Stakeholder Engagement	None directly arising from this report.

1. Introduction

- 1.1 The ICB, as a publicly accountable organisation, needs to make many informed, transparent and complex decisions and manage the risks associated with these decisions. The ICB, therefore, needs to ensure that it has a sound system of internal control working across the organisation.
- 1.2 The ICB recognises that the principles of good governance must be underpinned by an effective risk management system designed to ensure the proactive identification, assessment, and mitigation of risks. This will ensure that the ICB achieves its strategic priorities and maintains the safety of its staff, patients, and members of the public.
- 1.3 Effective risk management processes are central to providing the ICB with assurance that all required activities are taking place to ensure the delivery of the ICB's strategic priorities and compliance with all legislation, regulatory frameworks and risk management standards.

1.4 Board Assurance Framework (BAF)

- 1.4.1 The BAF provides the ICB with a method for the effective and focused management of the principal risks and assurances to meet its objectives. By using the BAF, the ICB can be confident that the systems, policies, and people in place are operating in a way that is effective in delivering objectives and minimising risks.
- 1.4.2 As part of the Annual Report and Accounts, the Chief Executive is required to prepare an Annual Governance Statement. To do this, the ICB must demonstrate that it has been appropriately informed through assurances about all relevant risks and that conclusions have been drawn from evidence. The ICB also needs to show that it has systematically identified its objectives and managed the principal risks to achieving them. The BAF provides a structure to support this process.
- 1.4.3 The ICB Board approved the first BAF for the ICB on 21 March 2023.
- 1.4.4 The intention was for the fully populated BAF to be reviewed mid-year (around September 2023) to affirm that sufficient controls and assurance are in place about the organisation's strategic risk. This would then be complemented by a bi-annual review of the action plan (detailing all mitigating actions) and the heatmap (which details each strategic risk's current and target score).

- 1.4.5 The West Yorkshire Quality Committee, West Yorkshire Finance Investment and Performance Committee, and the five Place committees support the Board in this work.
- 1.4.6 In September 2023, it was agreed to pause work on reviewing the Board Assurance Framework due to the operating model review, and that work would recommence at the end of October 2023. It was agreed that the primary focus would be updating the heat maps, developing a robust action plan with SMART actions for all gaps in assurance and control, and ensuring areas identified through the internal audit review were addressed.
- 1.4.7 During the last few weeks, further work has been undertaken with WY leads to link corporate and Place-based risks to the BAF and identify 2 or 3 SMART actions for each risk related to gaps in control or assurance. A new risk has been added to the Board Assurance Framework relating to climate change.
- 1.4.8 The identified actions have been summarised into an overarching action plan to demonstrate our system-wide progress. Work now needs to continue to ensure each action is SMART i.e. specific, measurable, attainable, realistic, timely. The action plan will therefore be further refined to capture this.
- 1.4.9 The latest version of the Framework has also been shared with Internal Audit.
- 1.4.10 It is intended that following the March Board meeting, we will revert to the intended routine review cycle.
- 1.4.11 The evolving BAF Action Plan is appended for the Board's review (as at 11 March).

2. Next Steps

- 2.1 As set out above.

3. Recommendations

To **REVIEW** the new Board Assurance Framework Action Plan.

4. Appendices

Appendix 1 – WY ICB Board Assurance Framework- Action Plan.

Action Required	Lead	Jan 2024	Feb 2024	Mar 2024	April 2024	May 2024	June 2024	July 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Comments
Strategic Risk 1.1 - There is a risk that our local priorities to narrow inequalities are not delivered due to the impact of wider economic, social, and political factors.														
The refresh of the JFP reflects the current context of challenging financial settlements and highlights what action we are undertaking to continue to tackle health inequalities despite this. To be published by the end of March 24.	WY			x										
We will continue to work with local partners (including LAs and WYCA), MPs and national bodies to influence national discourse on the relationship between health care and wider social and economic policy. This will be particularly important throughout 2024, given the likelihood of political change.	WY													
Promote strategic vision to reduce inequalities via our published Call to Action for Bradford District and Craven (covers health, lifestyle, wider determinants, and community roles).	BDC	x	x	x	x	x	x	x	x	x	x	x	x	Ongoing Promotions
The anti-poverty strategy, which addresses economic inequality, includes a range of initiatives that prevent and mitigate poverty's impact on health inequalities. Bradford Council leads this strategy, and a multiagency group oversees implementation.	BDC	x	x	x	x	x	x	x	x	x	x	x	x	Ongoing initiatives with strategy in place
Leeds's financial planning process includes a specific principle to minimise the impact of inequalities and includes work to address the impact of inequality on the population and scheme level.	Leeds													
In 2023/24, the use of the Core20Plus5 monies will be built into wider proposals that seek to address health inequalities, improve outcomes, and drive better value.	Leeds													
Healthy Leeds Plan's priorities focus on improving health in the most deprived parts of														

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the city.														
Deliver a Community of Practice Workshop across the Wakefield system to share good practice and make connections.	Wakefield					x								
To recruit a director of the Health Determinants Research Collaboration (HDRC) to build capacity, infrastructure and skills so we can be leaders in research with a long-term aim of tackling health inequalities	Wakefield					x								

Action Required	Lead	Jan 2024	Feb 2024	Mar 2024	April 2024	May 2024	June 2024	July 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Comments
Strategic Risk 1.2 - There is a risk that operational pressures and priorities will impact our ability to effectively target resources towards improving outcomes and reducing inequalities for children and adults.														
The West Yorkshire Health Inequalities Academy and Health Equity Fellowship is supporting system capability in understanding and addressing inequalities. The fellowship is currently out for recruitment for 2024/25.	WY													
The Joint Forward Plan refresh focused on health inequalities, including a refreshed set of metrics to be signed off at the end of March 24, published online and Launched in April 24. Updates against the JFP metrics aligned to the 10 big ambitions to be reported to the ICB Board for oversight and assurance on a bi-monthly basis. Our operational and business planning processes will set out delivery of the JFP through directorate and function objectives and down into PDRs, to be signed off late Spring/Summer 24.	WY													
Our operational and business planning processes will set out delivery of the JFP through directorate and function objectives and down into PDRs, to be signed off late Spring/Summer 24.	WY													
The ICB has set up the Closing the Gap programme to collaborate to respond to the extreme financial challenges we all face. As part of this, we have a prioritisation framework for financial decisions, including inequalities as a highly weighted factor.	BDC	x												Closing the Gap Programme Established and ongoing

Action Required	Lead	Jan 2024	Feb 2024	Mar 2024	April 2024	May 2024	June 2024	July 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Comments
During Autumn 2023, we brought together our enabling functions (the Reducing Inequalities Alliance, Living Well, EDI programme and HDRC (Health Determinants Research Collaborative)) to work more closely to embed and coordinate the work on inequalities into strategy and investment decisions sitting under the District Plan (wellbeing board) and Bradford District and Craven Health and Care Partnership forward view. This programme contains a plan to strengthen governance, workforce and best practices via the combined efforts of the 4 enablers (e.g. training, intelligence, learning networks, and board assurance tools).	ICB Leadership Team	x	x	x	x	x	x	x	x	x	x	x	x	Action initiated since Autumn 2023
We continue to work in partnership via our Access to Care Programme (ATC) in developing waiting well initiatives. In the next three months, we will focus our attention on improving our referrals using our Assist pathways to ensure we maximise the potential to support people both before they are referred and to ensure they are treated as close to home as possible. Teams have committed resources (staff) to do this. Assurance will be via the ATC Programme Board.	BDC	x	x	x										Delivery by May
Population profiles and a CORE20PLUS5 data set have been developed to allow teams to understand better and explore Health Inequalities (HI)	Leeds													
Evaluation of Core20Plus5 grants to take place on a quarterly basis	Wakefield													
Healthcare Inequalities Steering Group to establish work plan for 2024/25	Wakefield													

Action Required	Lead	Jan 2024	Feb 2024	Mar 2024	April 2024	May 2024	June 2024	July 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Comments
Strategic Risk 1.3 - There is a risk that we ration services due to insufficient resources in a way that does not reduce (or exacerbate) health inequalities.														
Working with places to identify the top three transformation areas for focus for the coming year, using local JSNAs to ensure that the transformation is focused on reducing health inequalities. Initial proposals to be developed by April 24.	WY				x									
JFP and Operational Planning being aligned to ensure that the operational plans support reduction in health inequalities. JFP to be signed off by the end of March 24 and operational plan within national timelines. EQIA for the JFP is to be refreshed in line with the plan and published alongside the plan by the end of March 24.	WY			x										
Undertake EQIA, including Health Inequality assessments for all disinvestment cases.	BDC		x	x	x	x	x	x	x	x	x	x	x	
Develop population health segmentation and population health need analysis to inform decisions.	BDC		x	x	x	x	x	x	x	x	x	x	x	We are ensuring that the evaluation of our Reducing Inequalities in Communities programme RIC (20 separate evaluated projects) is informing our local Closing the Gap programme (to meet efficiencies)
Wherever appropriate, commit to service user engagement or consultation (minimum), and preferably co-production in significant rationing decisions.	BDC		x	x	x	x	x	x	x	x	x	x	x	

Action Required	Lead	Jan 2024	Feb 2024	Mar 2024	April 2024	May 2024	June 2024	July 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Comments
Tackling Health Inequalities Group oversees data on prevalence to create positive challenges regarding access and uptake issues. Data is raising awareness around variation and the extent to which it is unwarranted compared to health needs and ensure QEIA in place for all proposals across the partnership.	Leeds													
Undertake the Investment Framework process to determine priority investment and disinvestment.	Wakefield													
To expand the linked data model with system partners	Wakefield													

Action Required	Lead	Jan 2024	Feb 2024	Mar 2024	April 2024	May 2024	June 2024	July 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Comments
Strategic Risk 1.4 - There is a risk that we fail to join up services in our communities, which means that we will not improve outcomes and reduce health inequalities.														
Refresh of the JFP to be signed off by the end of March 24 and published online with launch in April 24. This will include a clear vision and plan for integrated working in communities. We will update the place maturity framework to support development of place models and ensuring that we embed integrated working in neighbourhoods and place. Refresh of the framework to be completed by the end of 2024.	WY													
Development of a Blueprint for delivering neighbourhood-based care, driven by integration, to deliver outcomes important to people and tackle inequalities to be completed by the end of 2024. Review of Boards and Alliances supporting the work to reduce inequalities, to be undertaken as part of the operating model work and completed by Summer 2024.	WY													
Review of Boards and Alliances supporting the work to reduce inequalities, to be undertaken as part of the operating model work and completed by Summer 2024.	WY													
Supporting best practice in reducing inequalities in communities via our core20PLUS5 programme. This has a programme of hyper-local commissioning and participatory budgeting (covering VCSE and 13 x community partnerships), developing a Community Health Check model to support NHS models. Place-based evaluation plan for Core20PLUS5 approved. This is also supported by ABCD grants process and strengthening a Locality based working model	BDC		x	x	x	x	x	x	x	x	x	x	x	core20PLUS5 programme ongoing

Action Required	Lead	Jan 2024	Feb 2024	Mar 2024	April 2024	May 2024	June 2024	July 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Comments
(with NHS and LA posts and Community Anchor network)														
Deep dive session on inequalities in Tobacco Harm and Serious Mental Illness to bring partners together around strategy to reduce inequalities (to foster collaborative working, reduce duplication, and shared resources)	BDC	x												Via Reducing Inequalities Alliance
Population and care delivery board structures are in place, with increasing access to data that enables analysis of issues at local levels. Data available at PCN level is already driving the delivery plans of PCNs working in partnership with statutory and VCSE partners in each footprint to support change and integration on the ground.	Leeds													
Create service models and contracts that bind groups of providers to provide a more integrated offer and reduced duplication (e.g., in Community MH services and in HomeFirst programme)	Leeds													
Establish Integrated Neighbourhood Teams to strengthen joined-up services.	Wakefield													
Establishment of a joint Medical Director post across Wakefield Place, MYTT and LA	Wakefield													

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Strategic Risk 2.1 - There is a risk that our inability to collectively recruit and retain staff across health and care impacts on the quality and safety of services.														
The supply of newly qualified teachers from West Yorkshire education institutions is limited by placement availability. Plans are to be developed to find new ways and locations for expanding training capacity (and thereby workforce supply) through increasing training placements across the wider partnership sectors.	WY													
Working with Health Education England, discussions will be conducted through and with Place workforce leaders. A workforce transformation programme developed with HEE articulates the range of plans and activities relating to new ways of working and new roles against strategic priorities.	WY													
Place-based plans were developed by facilitating multi-year workforce modelling system engagement. Additional winter and wellbeing monies from HEE have been allocated to specific projects following a bidding and assessment process led by the Director of People.	WY													
Refresh place-based workforce programme to improve recruitment pathways into health and care organisations across BdC, including: <ul style="list-style-type: none"> • Launch of place-based ‘pathways into health and care’ programme, focussed on engaging young people and groups currently excluded from the workforce in health and care careers. • Consolidation of entry-level recruitment across BdC utilising BMDC ‘Skills House’ service will reduce entry-level vacancies and improve retention. • The programme's launch focused on 	BDC			x									<p>March - Launch of the initial pilot for entry-level recruitment pilot</p> <p>The ability to recruit and retain sufficient staff across the Health and Care Partnership remains an issue rather than a risk,</p>	

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increasing clinical placements across BDC to improve the pipeline for registered health and care professionals.														with the availability of the workforce impacting the ability of health and care organisations to deliver. Timelines for pathways into health and care and clinical placements programme TBC
Refresh place-based workforce programme to improve retention within health and care organisations across BdC, building upon multiple initiatives already in place within organisations. These include a series of staff health and wellbeing initiatives as well as programmes related to leadership inclusion and belonging.	BDC													Details of timelines and programmes are to be confirmed following the Workforce Programme Board in Feb 2024.
Work overseen and directed by the LOWSB, Academy Steering Group and H&WB Community of Practice, all of which are actively collaborating around funded programmes of work.	Leeds													
Implementation of the 3Is Framework – School engagement - School year 7-12 year pathway to inspire young people into the health and social care sector by providing career events and information	Wakefield													
Deliver a Community Career Event in the East of the district	Wakefield													

Action Required	Lead	Jan 2024	Feb 2024	Mar 2024	April 2024	May 2024	June 2024	July 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Comments
Strategic Risk 2.2 - There is a risk that as a system we fail to innovate, learn lessons and share good practice that allows us to respond to service pressures resulting in widening variations across our footprint.														
Annual Review of system priorities using a prioritisation framework that includes a lens on Health Inequalities.	WY													
Research Innovation Digital Collaborative planned for this year to ensure sight of the work that each member is undertaking.	WY													
Assurance Group on research proposals to ensure cross-programme scrutiny	WY													
Newly established governance and assurance arrangements will take time to embed. Including establishing sub-groups and an oversight and assurance group (SQIAG) that will be operational by April 2024.	BDC	x	x	x	x									
Development of the dashboard to include patient outcomes to be used as a source of assurance operational in the first draft by May 2024	BDC	x	x	x	x	x								
To clearly state our shared culture, principles, framework and commitment to quality improvement at a LHCP.	Leeds													
To task appropriate senior managers and experts to agree on the shared system QI approach/ principles and framework.														
To work with the WYICB core team to determine common reporting mechanisms that reduce duplication and agree on common data sets to support assurance.	Leeds													
Review of Wakefield Place meeting and governance structure	Wakefield													
Implementation of the Outcomes Framework	Wakefield													

Action Required	Lead	Jan 2024	Feb 2024	Mar 2024	April 2024	May 2024	June 2024	July 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Comments
Strategic Risk 2.3—There is a risk that we cannot measure and assess performance across the system in a timely and meaningful way, which could impact our ability to respond quickly as issues arise.														
1 UEC-Raidr app - Phased roll-out to primary care commissioned services and other sectors throughout 2024.	WY													
The new Chief Digital Information Officer will lead the development of Business intelligence (BI) capacity across the ICB after taking up post in the spring of 2024	WY													
Securing access to national data sources and NHSE BI support following the transfer of the NHSE Locality Team to the ICB. This will be confirmed by March 2024.	WY													
Continue developing the Integrated Performance dashboard. Following the completion of operational plans, the board will agree upon an Updated version in Q1 2024/25.	WY													
Ongoing development of performance reporting structures/processes across place-based committees and transformation programmes	BDC									x				
Developing system visibility tool to support daily oversight of capacity and demand around system flow.	Leeds													Developing system Visibility Tool for the Mental Health Sector in 24/5
Developing ASC and LCH Opel alongside other partners, mindful that community pressures are critical and can lead to further acute pressures.	Leeds													
To develop a Business Case for an Integrated and Data Intelligence service across the Wakefield Health and Social Care system	Wakefield													
Joint Business Intelligence Performance roles embedded across the Wakefield system	Wakefield													

Action Required	Lead	Jan 2024	Feb 2024	Mar 2024	April 2024	May 2024	June 2024	July 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Comments
To develop a Business Case for an Integrated and Data Intelligence service across the Wakefield Health and Social Care system	Wakefield													

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Strategic Risk 2.4 - There is a risk that our infrastructure (estates, facilities, digital) hinders our ability to deliver consistently high-quality care.														
Consider approaches to 'carve out' an element of operational capital to support more strategic schemes.	WY													
Digital investment is to be increased within individual organisational budgets to enable increased capacity in the IT teams, with dedicated time allocated to regional programmes.	WY													
All relevant identified digital work programmes/workstreams must report to the Digital Programme Board to ensure that any planned activity will not hinder our ability to provide consistently high-quality care.	BDC			x		x		x		x		x		
Create a Digital Stakeholder Assurance Group that will guide and oversee the relevant identified programmes/ workstreams to ensure that all stakeholders have received the right level of engagement and will not hinder our ability to provide consistently high-quality care.	BDC				x									Group to be established in April
Continue to develop the Place-Based Capital Infrastructure Strategy to ensure that our estate planning across health and care reflects changing service delivery models and supports safe and innovative service provision targeted at the areas of highest population need. The Strategic Estates Group will oversee implementation.	BDC													Draft strategy produced in June
Explore innovative joint ventures/schemes across NHS and Local Authority as well as cutting-edge digital solutions.	Leeds													
To find an alternative suitable estate that is fit for purpose for Wakefield integrated teams	Wakefield				x									
To establish a joint Head of Digital for CKW	Wakefield	x												

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To determine the Digital priorities from the digital Strategy aligned to the transformational programmes within the Wakefield Place partnership	Wakefield											X		

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Strategic Risk 3.1 - There is a risk that we invest resources in a way which does not allow us to join up services nor maximise value for money.														
Review BCF and other pooled budgets.	BDC		X	X										
Establish a system-wide “financial task force” to work together to close the gap.	BDC		X											
A programme of work is underway to continue developing our joint approach to financial planning and decision-making, allowing us to make the most value-driven decisions on resource allocation across the LHCP.	Leeds													
Undertake the Investment Framework process to determine priority investment and disinvestment.	Wakefield													
Develop a Wakefield Place Financial Strategy across the system	Wakefield													

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Strategic Risk 3.2 - There is a risk that we breach our statutory duties to operate within the resource envelope available by not delivering efficiency targets and/or controlling cost.														
Agree on credible system-wide plans.	BDC		X	X										
Effective monitoring through Local DoFs and System F&P with recovery plans where needed.	BDC		X	X	X	X	X	X	X	X	X	X	X	
Development of a number of key transformation business cases for change aimed at changing suboptimal care pathways, which have the potential for significant longer-term savings. Single detailed planning process agreed upon across NHS partners	Leeds													
Identification of schemes for Efficiency Targets across Wakefield Place for all organisations	Wakefield													

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Strategic Risk 3.3 - There is a risk that ICB capacity and infrastructure is not sufficient nor targeted effectively towards key priorities.														
Developing a new business planning process that aligns with our strategy and operating plan and is in line with national guidance.	WY													
Assessing the risk of management cost controls in future. (Action: How, who, when)	WY													
Prioritising our work in line with capacity.	WY													
Review of staff survey responses.	WY													
The HCP Governance review plan has been developed, and a steering group has been established to oversee this work.	BDC	x	x	x	x	x	x							Full review to have concluded by June
Committee Effectiveness Review to commence in March, which will be used to evaluate 2023 – 2024 and inform partnership development.	BDC			x	x	x								Priority programmes will be able to participate in this informally to review effectiveness.
Working closely with partners in the city to prioritise our work in line with collective capacity. Refreshed OD priorities for intensive support Action plan on staff survey results most pertinent to Leeds. International and local peer review processes.	Leeds													
Implementation of the WY ICB Operating Model	Wakefield													

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Strategic Risk 4.1 - There is a risk that partnership working on wider societal issues is deprioritised to meet current operational pressures.														
A WY Tobacco Alliance is planned to launch in Q4 of 2023/24. The alliance will focus on actions at the system level, including illicit tobacco and smoking cessation support for emergency departments and social housing providers.	WY													
In collaboration with the West Yorkshire Violence Reduction Partnership (VRP), we have committed to becoming a Trauma-Informed and Responsive System by 2030.	WY													
Refresh of the Joint Forward Plan, including a review of metrics, will bring better alignment to the 10 BA and the Integrated Care Strategy and will be reported back to the ICB Board bi-monthly.	WY													
A business planning process will be developed for the ICB, which will set out delivery of the JFP through directorate and function objectives and down into PDRs, to be signed off late Spring/Summer 24.	WY													
Executive Leadership to be agreed from April 2024	BDC				X									
Allocative efficiency whole system planning processes are underway, designed to ensure use of resources better reflects strategic intent.	WY Leadership Team	X	X	X	X	X	X							
Align Leeds City Council locality review with Local Care Partnership development. Strengthen monitoring of metrics by ethnicity and deprivation as routine. Monitor and report on anchor institution work to test impact for the city. Continue to drive digital and medical	Leeds													

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technology innovation through the Integrated digital service, Leeds Academic Health Partnership and the Leeds Health & Care Hub.														
Development of the Health and Wellbeing Workplan with a focus on wider societal issues	Wakefield						x							
Development of the Third Sector Strategy	Wakefield										x			

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Strategic Risk 4.2 - There is a risk that we are unable to achieve our ambitions on equality diversity and inclusion due to ingrained attitudes that persist in society and across our health and care organisations.														
We will periodically review Workforce Race Equality Standards and other Equality Diversity and Inclusion data to understand progress and address issues of concern. During 2024, we will develop an ICB EDI strategy to reaffirm our commitment to the race equality agenda and set out future ambitions for the ICB and ICS.	WY													
We are actively scaling up good practice across BDC, such as the Bradford Council RESPECT Allyship programme, which builds on cultural competency, social connections, trust, and reciprocal mentoring schemes to manage emerging and existing talent. We are also building on movements into action, such as the WY Root out Racism.	BDC		x											EDI work to form part of workforce priority programme – first board in February
Our Diversity Exchange website already collects a bank of good practices. We now need to start evidencing progression and impact across our priority actions, but this will require a commitment to additional measuring.	BDC			x										workforce programme board to support impact assessment in March
Review/ analyse WRES, WDES and GPG data 2023 and develop action plans.	Leeds													
Equality Delivery Standard 22 was undertaken in March 24.	Wakefield			x										
Professional Inclusion Network established across Wakefield Place	Wakefield	x												

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Strategic Risk 4.3—Threats to our people and physical and digital infrastructure, such as cyber-attacks, terrorism, and other major incidents, may prevent us from delivering our key functions and responsibilities.														
Directorates and Places will complete Business Impact Assessments by September 2024 to support further development of business continuity plans.	WY									x				
EPRR Team will complete testing and exercising of business continuity plans by September 2024.	WY									x				
Digital team to undertake cyber security exercise by May 2024	WY					x								
Strategic Risk 4.4 – Due to climate change, there is a risk of increased demand for health and care services and disruption to the provision of services. This will result in health and care services that cannot effectively meet population needs.														
Adoption and delivery of items in the climate change strategy - update to be considered be the Transformation Committee in summer 2024.	WY											x		