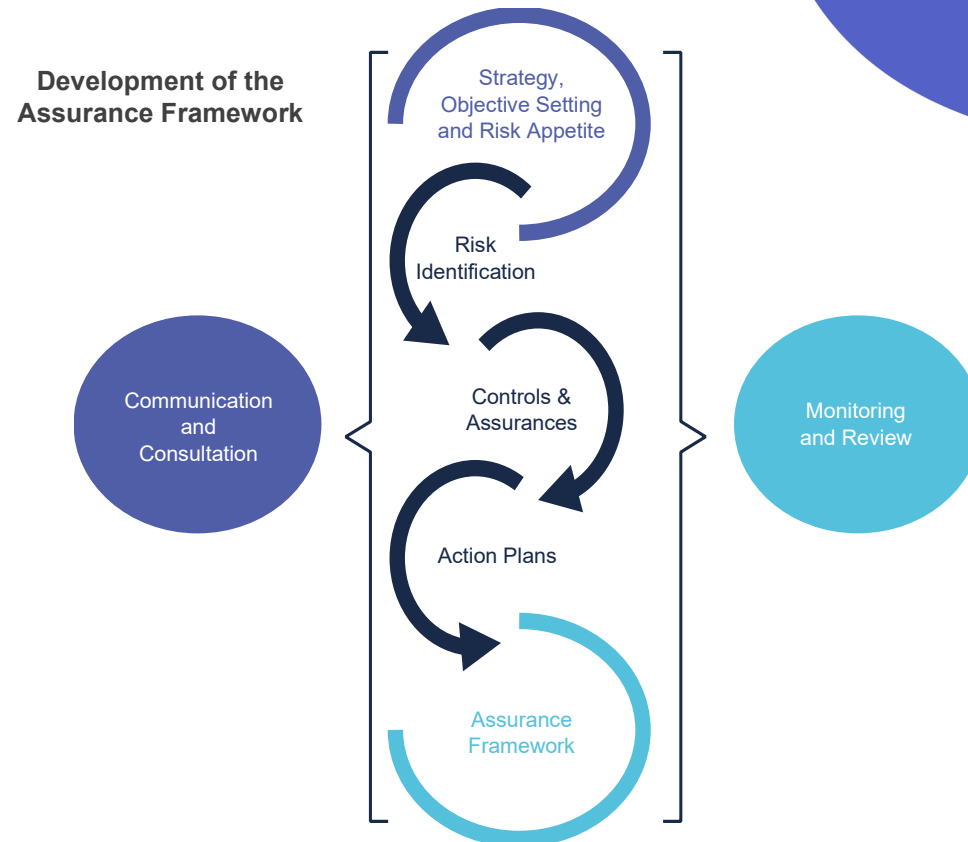# MIAA
2022/2023 ICB Checklist Series – Risk Management

January 2023

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An efficient and effective Assurance Framework is a fundamental component of good governance, providing a tool for Boards to identify and ensure that there is sufficient, continuous and reliable assurance, organisational stewardship and the management of the major risks to organisational success. The Assurance Framework is a key piece of evidence to support organisations in reaching conclusions on the effectiveness of internal control systems and determining and managing the extent of their strategic risks.

Robust risk management processes, of which the Assurance Framework is a fundamental part, are a key mechanism for effective organisational management and enable organisations to not only be aware of the risks they face and manage them but also take risks in a controlled and managed environment. Risk management and internal controls should be fully embedded at all levels of the organisation. NHS risk registers are populated from a wide range of sources and this adds to the complexity of achieving a coordinated and consistent approach to the assessing, recording and managing of risk.
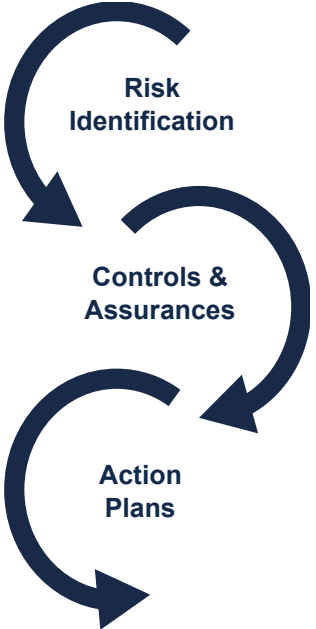
MIAA has developed the checklist below to support newly formed Integrated Care Boards in establishing their risk management arrangements. On the pages that follow we have listed key areas for ICBs to consider.

Development of the Assurance Framework

- Strategy, Objective Setting and Risk Appetite
- Risk Identification
- Controls & Assurances
- Action Plans
- Assurance Framework
- Communication and Consultation
- Monitoring and Review

Risk Management Checklist

Areas for ICBs to consider		ICB's Response
	Strategy, Objective Setting and Risk Appetite	
Strategy, Objective Setting and Risk Appetite	• Has the ICB developed and approved a Risk Management Strategy with supporting policies and procedures? • Has the ICB identified an Executive and Management Lead for Risk Management? • Have roles and responsibilities been defined at all levels of the organisation including Place? • Has the ICB sets its strategic objectives? • Has the organisation considered the strategic risks aligning them to objectives and have these been captured on an Assurance Framework (AF)? • Has the ICB considered and agreed its risk appetite/risk tolerance? • Has the risk appetite been communicated across the organisation and understood by those required to manage risk?	

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Areas for ICBs to consider	ICB's Response
• How will risk appetite be monitored and used to support the ICB's management of risk? • Do you need to provide training/communicate with staff to enable them to manage risk appropriately in line with the arrangements put in place at the ICB?	

Areas for ICBs to consider	ICB's Response
Risk Identification	

Risk Identification

- Have you set out the levels of risk register required including at Place Level?

- Are all risks contained within a common system across ICB/Place etc?

- Have CCG legacy/transition risks been considered/how have these been treated?

- Have lead officers been established at ICB/Place?

- Have processes for risk identification and assessment been defined?

- Has a risk scoring matrix been developed to set out initial, current and target risk scores?

- Are related systems established e.g. Incidents, Complaints etc. to ensure any risks are captured on an ongoing basis?

- Have partnership risks within the ICP/ been assessed and agreed/recorded

Diagram labels (left column):
- Risk Identification
- Controls & Assurances
- Action Plans

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Areas for ICBs to consider	ICB's Response
Controls and Assurance and gaps	
• Across all established risk registers have you identified the key controls you're relying on to ensure they are effective, sustainable and able to be evidenced? • Where there are gaps in revised key controls has remedial action to mitigate gaps been documented? • Have you reviewed your key assurances for all risks on the AF? • Have you reviewed and identified sources of independent assurance to inform the AF and assessed whether those assurances are reliable, effective and able to be evidenced? • Have you separated out potential and positive sources of assurance? Are gaps fully recorded? • Have you re-evaluated internal audit and second-line defence function plans eg. clinical audit to ensure they adequately cover current risks?	

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Areas for ICBs to consider	ICB's Response
Mitigating Actions	
- Where gaps in control have been established, have mitigating actions been identified? - Have timescales and accountability for the delivery of, and provision of assurance against actions been clearly defined? - Are agendas and action sheets for relevant committees/groups driving risk mitigation?	

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Areas for ICBs to consider	ICB's Response
Monitoring and Review	
Monitoring and Review • Has the ICB governance structure been defined including at Place level? • Have roles and responsibilities for risk management been outlined within the governance structure, e.g. alignment of key risks identified to sub-committees? • Have the reporting requirements for the AF and Risk Registers been determined at ICB/Place level? • Have the format of reports been defined and agreed with key governance forums at ICB/Place level? • Has consideration been given to how and where partnership risks will be reported and overseen/the ICB's role within this structure? • Do the individual risks within the AF/Risk Registers have defined review dates?	

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Areas for ICBs to consider	ICB's Response
• Are regular updates sought from risk owners and reported in summary to key governance forums? • Is there a moderation process in place to ensure consistency of risk scoring?	

Areas for ICBs to consider		ICB's Response
	Communication and Consultation	
Communication and Escalation	• Has the escalation process between the tiers of risk registers and the AF been defined? • Has the process to escalate/de-escalate risk from PLACE to ICB been defined?	

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