

## 2018/19 Assurance Framework: Current Position.

### 1. Introduction

The purpose of this paper is to present the current position of the Greater Nottingham CCGs' Joint Assurance Framework 2018/19 for scrutiny and comment.

### 2. The Role of the Assurance Framework

The purpose of an assurance framework is to provide a source of evidence that links an organisation's strategic objectives to risks, controls and assurances and provide confidence and evidence to management that 'what needs to be happening is actually happening in practice'. It can provide a useful tool to Governing Bodies in deciding what they want assurance on and how much assurance is needed.

The CCGs' Joint Assurance Framework 2018/19 (Assurance Framework) has been built upon the CCGs' shared strategic objectives:

**Strategic Aim:**

1. To deliver health and care system sustainability via a new model of care for Greater Nottingham

**Strategic Objectives:**

1. Achieve defined standards of quality across all commissioned services
2. Improve health outcomes and healthy life expectancy
3. Reduce health inequalities

**Enabling Functions:**

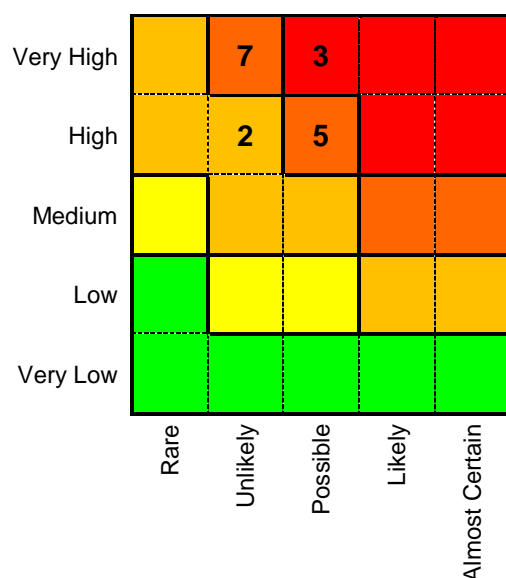
1. Organise ourselves appropriately for the future
2. Embed a strong organisational culture and competency

The proposed strategic risks were approved by each of the Greater Nottingham Governing Bodies at their meetings in July 2018. Currently, there are 17 strategic risks identified in the following areas:

Patient and Member Practice Engagement	Probity in Decision-making	Procurement, Patient Choice and Competition	Equality Duties
Collaborative and Joint commissioning Arrangements	Effective Workforce and Leadership Model	Quality Improvement	Performance Monitoring and Reporting
Productivity and Efficiency	Delivery of Commissioning Priorities	Safeguarding Children and Adults	Health System Resilience
Investment and Disinvestment	Financial Management and Reporting	Health and Social Care Transformation	Primary Care Delegation

Decisions	Arrangements		Agreement
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The current residual risk profile is summarised below:



In considering the above it is important to note that it is expected that the strategic risk profile will be high as only high risks should be documented within the Assurance Framework.

Following comments made by Governing Body members that it would be helpful to understand the potential consequences of each risk, some examples have been provided at **Appendix A** (recognising that this is not an exhaustive list and there may be many more examples). This shows that each risk has the potential to impact on the delivery of statutory duties and on the achievement of domains in the NHS England Improvement and Assessment Framework.

### 3. Assurance Mapping

Following agreement of the strategic risks, an assurance mapping process has been undertaken to understand where:

- Key controls have been established to manage the risk (eg. systems, policies, training, and management roles);
- Internal assurance is provided on the effectiveness of those controls through the CCGs’ integrated governance arrangements (eg. Governing Body and committee oversight);
- External assurance is provided on the effectiveness of those controls from an independent body (eg. Internal and External Audit reports); and
- There may be gaps in controls and assurances that require remedial management actions.

The assurance mapping process results in the complete Assurance Framework, which is then updated on a quarterly basis. A high-level view of the current status of the Assurance Framework is shown at **Appendix B** and the complete Assurance Framework is provided at **Appendix C**.

#### **4. Gaps in Controls and Assurances**

Any gaps in controls or assurances are risk-rated and any scoring as amber or above are captured as specific operational risks on the CCGs' shared risk register. This ensures regular scrutiny and monitoring of actions being taken via the appropriate sub-committees of the Governing Bodies or the Joint Commissioning Committee. Gaps that are currently being monitored via the Risk Register are provided for information at **Appendix D**.

Low-scoring risks are captured as specific actions in the Assurance Framework. Currently, these can be summarised as:

- The absence of some joint CCG policies (whilst CCG specific policies are still being worked to);
- Actions already underway to address the results of the 2018/19 360° Stakeholder Survey;
- A need to formalise some areas of training in the CCGs' mandatory training matrix; and
- Where there may be further opportunities to fully align working across the CCGs.

At this time, there are no identified gaps in internal assurances; as the CCGs' integrated governance arrangements have now been operational since April 2018 and internal reporting mechanisms are fully established. Internal Audit reviews of both the CCGs' governance and risk management arrangements are due to start in November 2018 which will validate the overall effectiveness of these arrangements and make any necessary recommendations to help strengthen these further.

In addition to routine reporting mechanisms, the Audit and Governance Committees will also receive detailed assurance reports from responsible officers across a number of key areas during the year. These include reports on the effectiveness of the CCGs' probity arrangements and the implementation of the CCGs' joint Procurement Policy.

Identified gaps in external assurances, or where received external assurances may be insufficient for the CCGs' needs, will be a focus of a strategic risk 'deep dive' report at the December 2018 meetings of the Audit and Governance Committees.

#### **5. Head of Internal Audit Opinions**

The Assurance Framework and the CCGs' risk management arrangements are a key element of the CCGs' year-end Head of Internal Audit Opinions. As such, Governing Body members will be contacted by our Internal Audit function during November 2018 with a survey to ascertain members' views on the organisations' governance and risk management arrangements.

#### **6. Recommendations**

The Governing Body is requested to:

- **Review** and **Comment** on the current position of the Assurance Framework; and
- **Provide Feedback** on further areas for assurance that are not already captured within the Assurance Framework

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October 2018