

<b>Meeting Title</b>	<b>Board of Directors</b>		
<b>Date</b>	<b>12.9.19</b>	<b>Agenda item</b>	<b>Bo.9.19.11</b>

## Board Assurance Framework (Quarter 1, 2019/20)

<b>Presented by</b>	John Holden, Acting Chief Executive		
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<b>Lead Director</b>	John Holden, Acting Chief Executive		
<b>Purpose of the paper</b>	This paper proposes provides a profile of risks, controls and assurances related to the delivery of the Trust's strategic objectives which should be reviewed throughout the meeting of the Board of Directors		
<b>Key control</b>	Understanding the Board's risk appetite related to the achievement of the Trust's strategic objectives is a key component of the Board Assurance Framework		
<b>Action required</b>	For decision		
<b>Previously discussed at/ informed by</b>	Executive Directors		
<b>Previously approved at:</b>	<b>Committee/Group</b>	<b>Date</b>	
	Quality Committee (strategic objectives 1 and 4)	29/5/2019, 26/6/2019, 24/7/2019	
	Finance and Performance Committee (strategic objectives 2a and 2b)	29/5/2019, 26/6/2019, 24/7/2019	
	Workforce Committee (strategic objective 3)	29/5/2019, 26/6/2019, 24/7/2019	
	Partnerships Committee (strategic objective 5)	23/7/2019	
	Integrated Governance and Risk Committee	17/7/2019	

### Key Options, Issues and Risks

In November 2017 the Board of Directors received and approved the Trust's Risk Appetite Statement for 2017-20. That statement proposed that the Board reaffirms its risk appetite on an annual basis. This report contains the Trust's 2018/19 Risk Appetite Statement agreed with the Board of Directors in November 2018 (Appendix 1). The Board of Directors receives the Board Assurance Framework (BAF) at each meeting (Appendix 2). The Quality Committee has proposed that the Board discusses the progress with and the implications of that progress with Strategic Objective 4, To be a continually Learning Organisation. This proposal has been summarised for discussion within the report for the chair of that Committee. Prior to receipt at Board the BAF is reviewed and challenged through the relevant Board Committees and the Integrated Governance and Risk Committee. Also appended to this report is the strategic risk register (Appendix 3).

### Analysis

The Board has overall responsibility for ensuring systems and controls are in place, sufficient to mitigate any significant risks which may threaten the achievement of the organisation's strategic objectives. Assurance can be secured through a range of sources, but wherever possible, it should be systematic, consistent, independently verified and incorporated within a robust governance process. The Board achieves this primarily through the work of its assurance committees, through audit and other sorts of independent review, and by the systematic collection and analysis of performance data, to demonstrate the achievement of its strategic objectives. The Board Assurance Framework is a live document that is populated and amended as risks and assurances associated with the organisational strategic objectives are identified.

In November 2018 the Board of Directors reaffirmed its risk appetite. This report provides the Trust's 2018/19 Risk Appetite Statement for information. The risk appetite agreed by the Board should clearly govern the activities across the Trust. It also defines the boundaries within which the Trust's strategic objectives should be pursued. From an operational risk perspective this is fundamental as operational risk identification and assessment is undertaken in relation to the Trust's strategic objectives. Such clarity should facilitate informed

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decision-making throughout the organisation on operational risk-related topics.

### Recommendation

The Board of Directors is requested to note the risk appetite statement in the context of its discussions. The Board of Directors is asked to review the Board Assurance Framework in the context of the papers received during its meeting and the description of assurances provided within the framework itself, and to decide that the proposed levels of assurance are appropriate in relation to the Trust's strategic objectives.

Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients			g			
To deliver our financial plan and key performance targets			g			
To be in the top 20% of NHS employers					g	
To be a continually learning organisation				g		
To collaborate effectively with local and regional partners					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
Explanation of variance from Board of Directors Agreed General risk appetite (G)	Risk (*)					
	The Board Assurance Framework provides a summary of the risks, controls and assurance for each strategic objective					

Risk Implications	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments		▪
Quality implications		▪
Resource implications		▪
Legal/regulatory implications		▪
Diversity and Inclusion implications		▪

Regulation, Legislation and Compliance relevance
<b>NHS Improvement:</b> Risk assessment framework, quality governance framework, code of governance , annual reporting manual
<b>Care Quality Commission Domain:</b> Safe, caring, effective, responsive, well led
<b>Care Quality Commission Fundamental Standard:</b>
<b>Other (please state):</b>

Relevance to other Board of Director's Committee:					
Workforce	Quality	Finance & Performance	Partnerships	Major Projects	Other (please state)
▪	▪	▪	▪	▪	▪