

Meeting Title	Board of Directors		
Date	12.3.20	Agenda item	Bo.3.20.17

Board Assurance Framework Quarter 3 2019/20

Presented by	Chairperson	
Author	Executive Directors	
Lead Director	Mel Pickup, Chief Executive	
Purpose of the paper	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	
Key control	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	
Action required	For decision	
Previously discussed at/ informed by	Executive Directors	
Previously approved at:	Committee/Group	Date
	Quality Committee (strategic objectives 1 and 4)	16/12/2019 28/1/2020
	Finance and Performance Committee (strategic objectives 2a and 2b)	16/12/2019 28/1/2020
	Workforce Committee (strategic objective 3)	16/12/2019 28/1/2020
	Partnerships Committee (strategic objective 5)	26/11/2019 21/1/2020
	Integrated Governance and Risk Committee	11/12/2019 15/1/2020
	Board of Directors	9/1/2020
Key Options, Issues and Risks		
In November 2017 the Board of Directors received and approved the Trust’s Risk Appetite Statement for 2017-18. That statement proposed that the Board reaffirms its risk appetite on an annual basis. This report contains the Trust’s Risk Appetite Statement agreed with the Board of Directors in January 2020following Committee review in December 2019(Appendix 1). The Board of Directors receives the Board Assurance Framework (BAF) at each meeting (Appendix 2). 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 most recent 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. This report provides the Trust’s Risk Appetite Statement for information, agreed by the Board of Directors in January 2020. 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 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 for Quarter 3 2019/20.		

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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			2 (2b)	G (2a)		
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	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)	The Board Assurance Framework provides a summary of the risks, controls and assurance for each strategic objective					

Benchmarking implications	Yes	No	N/A
Is there Model Hospital data relevant to the content of this paper?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Risk Implications (see section 5 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Quality implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal/regulatory implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Diversity and Inclusion implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Performance implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Regulation, Legislation and Compliance relevance
NHS Improvement: (please tick those that are relevant)
<input checked="" type="checkbox"/> Risk Assessment Framework <input checked="" type="checkbox"/> Quality Governance Framework <input checked="" type="checkbox"/> Code of Governance <input checked="" type="checkbox"/> Annual Reporting Manual
Care Quality Commission Domain: Well Led
Care Quality Commission Fundamental Standard: Good Governance
NHS Improvement Effective Use of Resources: All Key lines of enquiry
Other (please state):

Relevance to other Board of Director's Committee:					
Workforce	Quality	Finance & Performance	Partnerships	Major Projects	Other (please state)
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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