

Meeting Title	Board of Directors - Open		
Date	22 September 2022	Agenda item	Bo.9.22.23

Board Assurance Framework & High Level Operational Risks

Presented by	Laura Parsons, Associate Director of Corporate Governance/Board Secretary		
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Lead Director	Mel Pickup, Chief Executive		
Purpose of the paper	This paper provides a profile of risks, controls and assurances related to the delivery of the Trust's strategic objectives		
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	Board Assurance Framework: ETM – 22 August 2022, Academies – 2 September 2022 (by e-mail) High Level Risk Register and movement log: ETM – 22 August 2022, Academies – 27 July 2022		
Previously approved at:	Committee/Group	Date	
	N/A		

Key Options, Issues and Risks

In line with the updated Risk Management Strategy, the Board's role in relation to the Board Assurance Framework (BAF) and High Level Risks is as follows:

- Seek assurance from the Executive Team and Academies that all risks on the High Level Risk Register and BAF are appropriately recognised and recorded, and that all appropriate actions are being taken within appropriate timescales where risks are not appropriately controlled.
(NB Where risks relating to a particular strategic objective are not aligned to an Academy, the Board will seek assurance directly from the Executive Team.)

BAF – Strategic Risk

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.

The BAF collates information about risk appetite, relevant risks, and assurance, for each of the Trust's five Strategic Objectives. This supports Board members in considering the papers and topics discussed at Board meetings, and informing an overall view about the level of assurance provided.

BAF – Quarter 2

The BAF as at the mid-point of quarter 2 is attached for review and approval. It was reviewed and updated by the lead executives, and was reviewed and agreed by the Executive Team on 22 August 2022. As there were no Academy meetings at the end of August, the BAF was circulated to the Academy members via e-mail. No comments were received.

The matters that should be noted by the Board are outlined on the summary page of the BAF (page 1). The details behind each risk including the relevant controls, assurances, gaps and actions to address gaps are then set out on individual pages.

High Level Risk Register and Movement Log – Operational Risk

All **operational** risks scoring 15 and above (high level risks) are escalated to the Executive Team Meeting (ETM) on a monthly basis and then to the relevant Academies and the Board.

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At its meeting on 22 August 2022, ETM considered a summary of all high level risks, aligned to their respective Academies and a movement log showing additions, closures and changes in score, and those risks which had passed their review date.

As there were no Academy meetings at the end of August, the last review by the Academies took place on 27 July 2022.

The August ETM summary is below. There were no exceptional items requiring escalation to the Board:

Ongoing risks

No issues were highlighted or escalated in relation to the ongoing risks.

New risks to the High Level Risk Register (HLRR)

No new risks were added to the HLRR.

Risks which have changed in score

One risk had reduced in score since the last report:

- 3157 - There is a risk to safety of babies, quality of care and ability to maintain required levels of activity needed to retain NICU status as a result of non compliance with the Neonatal Critical Care Service Specification. The risk score had reduced from 15 to 12 as the vacancy rate had improved with further recruitment ongoing.

ETM agreed that the reduction in score was appropriate.

Risks which have been removed/closed

No risks had been removed or closed since the last report.

Risks beyond their review date

Three risks were beyond their review date. ETM agreed that these risks would be reviewed as soon as possible.

The complete high level risk register (as at 18 August 2022) of all risks scoring 15 and above is attached at Appendix 2, and the movement log is at Appendix 3.

Recommendation

The Board is asked to confirm whether it is assured that all risks on the High Level Risk Register and BAF are appropriately recognised and recorded, and that all appropriate actions are being taken within appropriate timescales where risks are not appropriately controlled.

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Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients, delivered with kindness				g		
To deliver our financial plan and key performance targets		Finance	g	Performance		
To be one of the best NHS employers, prioritising the health and wellbeing of our people and embracing equality, diversity and inclusion					g	
To be a continually learning organisation and recognised as leaders in research, education and innovation				g		
To collaborate effectively with local and regional partners, to reduce health inequalities and achieve shared goals					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)						

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

Regulation, Legislation and Compliance relevance
NHS Improvement: Risk assessment framework, quality governance framework, code of governance
Care Quality Commission Domain: well led
Care Quality Commission Fundamental Standard: good governance
Other (please state):

Relevance to other Board of Director's Committee:	
Audit Committee	Other (please state)
▪	Academies