

Meeting Title	Board of Directors		
Date	9 March 2023	Agenda item	Bo.3.23.23

Board Assurance Framework & High Level Operational Risks

Presented by	John Holden, Director of Strategy and Integration/Deputy Chief Executive		
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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 assurance		
Previously discussed at/informed by	Board Assurance Framework: ETM – 13 February 2023, Academies – 22 February 2023 High Level Risk Register and movement log: ETM – 16 January & 13 February 2023, Academies – 25 January & 22 February 2023		
Previously approved at:	Committee/Group	Date	
	N/A		

Key Options, Issues and Risks

In line with the 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 4

The BAF as at the mid-point of quarter 4 is attached at Appendix 1 for review. It was reviewed and updated by the lead executives, and was reviewed and agreed by the Executive Team on 13 February 2023.

The Academies reviewed the BAF risks within their remit at their meetings on 22 February 2023.

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.

The Director of Finance has highlighted that risks 2a.1 and 2a.2 (relating to financial sustainability and management of Income & Expenditure) are currently scored at 12 which reflects the position for 22/23, however these risks will increase for 23/24 given the current uncertainties and the expectation that next year's financial position will be more challenging.

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As agreed by the Board in January, risk 1.2 (*If we don't have the right staff in the right place with the right knowledge, skills and expertise, then we won't be able to deliver effective services, resulting in unsafe care, poor patient experience and outcomes*) has been combined with risk 3.1 (*If we are unable to recruit to our vacancies, then our current staff will be placed under additional pressure and we may be unable to provide safe staffing levels, resulting in an adverse impact on patient safety and experience, staff experience and wellbeing, and an increase in staff turnover*). Risk 3.1 is now aligned to strategic objectives 1 and 3, and is aligned to both the Quality & Patient Safety and People Academies.

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.

At its meetings on 16 January and 13 February 2023, 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.

The Academies reviewed the high level risks within their remit at their meetings on 25 January and 22 February 2023.

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

New risks to the High Level Risk Register (HLRR)

ETM considered two new proposed risks which were scored at 15 or above:

- **3469: Recommended Summary Plan for Emergency Care & Treatment (ReSPECT)** - ETM agreed that the risk score (15) was appropriate. This risk was added to the register on 11 October 2019 and was previously scored at 10. This risk is aligned to the Quality & Patient Safety Academy.
- The second risk related to nursing and HCA vacancies on the specialist medicine wards and departments. It was noted that this risk is related to the overarching safe staffing risk (3732), and therefore this risk was not accepted onto the HLRR.

Risks which have changed in score

Three risks had changed in score, as follows:

- **3411: There is a significant risk to Oncology service delivery due to two consultant vacancies** (aligned to People and Quality & Patient Safety Academies) - the score had decreased from 16 to 12 as the staffing position has improved.
- **3816: Obstetric and Gynaecology Medical staffing** (aligned to People Academy) - the score had decreased from 15 to 12 as a Urogynaecology Lead is now in post. Prioritisation of work is still required due to capacity constraints.
- **3810 - Haematology Consultant Team & Haemophilia Service Delivery** (aligned to People and Quality & Patient Safety Academies) – it was proposed to reduce the score from 16 to 12 however this was not agreed by ETM as the position had changed and the expected improvement in the consultant vacancy position had not materialised. Therefore this risk will remain at 16 and will remain on the HLRR.

Risks which have been removed/closed

No risks had been closed since the last meeting.

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Risks beyond their review date

There were no risks beyond their review date.

Ongoing risks

ETM noted the ongoing risks, one of which was beyond its target date for mitigation (3808 – Industrial Action – target date 31/01/2023). It was noted that this was an ongoing risk and the target date has been updated to 31/03/2023.

The complete high level risk register (as at 9 February 2023) 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			g (performance)	g (finance)		
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	
Explanation of variance from Board of Directors Agreed General risk appetite (G)	Risk (*)					

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: <i>Risk assessment framework, quality governance framework, code of governance</i>
Care Quality Commission Domain: <i>well led</i>
Care Quality Commission Fundamental Standard: <i>good governance</i>
Other (please state):

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