



**Council of Governors**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                       |                                                   |                                           |                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------------|--------------------------------|
| <b>Subject:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Board Assurance Framework                                                                                                                                                                                             |                                                   | <b>Date:</b> 13 <sup>th</sup> August 2019 |                                |
| <b>Prepared By:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Neil Wilkinson, Risk and Assurance Manager                                                                                                                                                                            |                                                   |                                           |                                |
| <b>Approved By:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Shirley Higginbotham, Director of Corporate Affairs                                                                                                                                                                   |                                                   |                                           |                                |
| <b>Presented By:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Richard Mitchell, Chief Executive Officer                                                                                                                                                                             |                                                   |                                           |                                |
| <b>Purpose</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                       |                                                   |                                           |                                |
| To receive the Board Assurance Framework (BAF) as approved by the Board of Directors.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                       |                                                   | <b>Approval</b>                           |                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                       |                                                   | <b>Assurance</b>                          | <b>X</b>                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                       |                                                   | <b>Update</b>                             |                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                       |                                                   | <b>Consider</b>                           |                                |
| <b>Strategic Objectives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                       |                                                   |                                           |                                |
| <b>To provide outstanding care</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>To promote and support health and wellbeing</b>                                                                                                                                                                    | <b>To maximise the potential of our workforce</b> | <b>To continuously learn and improve</b>  | <b>To achieve better value</b> |
| <b>X</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>X</b>                                                                                                                                                                                                              | <b>X</b>                                          | <b>X</b>                                  | <b>X</b>                       |
| <b>Overall Level of Assurance</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                       |                                                   |                                           |                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Significant</b>                                                                                                                                                                                                    | <b>Sufficient</b>                                 | <b>Limited</b>                            | <b>None</b>                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>X</b>                                                                                                                                                                                                              |                                                   |                                           |                                |
| <b>Risks/Issues</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                       |                                                   |                                           |                                |
| <b>Financial</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Principal Risk 4 concerns the Trust's financial sustainability.                                                                                                                                                       |                                                   |                                           |                                |
| <b>Patient Impact</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Principal Risk 1 concerns the delivery of safe and effective patient care.                                                                                                                                            |                                                   |                                           |                                |
| <b>Staff Impact</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Principal Risk 3 concerns staff capability and capacity.                                                                                                                                                              |                                                   |                                           |                                |
| <b>Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Principal Risk 2 concerns the management of capacity and demand.<br>Principal Risk 6 concerns the effectiveness of strategic partnerships.<br>Principal Risk 7 concerns the management of major disruptive incidents. |                                                   |                                           |                                |
| <b>Reputational</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Principal Risk 5 concerns stakeholder confidence.                                                                                                                                                                     |                                                   |                                           |                                |
| <b>Committees/groups where this item has been presented before</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                       |                                                   |                                           |                                |
| Lead Committees review individual Principal Risks at each formal meeting (Quality Committee; Finance Committee; Risk Committee; People, OD and Culture Committee). Risk Committee reviews the entire BAF quarterly.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                       |                                                   |                                           |                                |
| <b>Executive Summary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                       |                                                   |                                           |                                |
| <p>Each principal risk in the BAF is assigned to a Lead Director as well as to a Lead Committee, to enable the Board to maintain effective oversight of strategic risks through a regular process of formal review. The 7 Principal Risks are:</p> <ul style="list-style-type: none"> <li>PR1 Catastrophic failure in standards of safety &amp; care</li> <li>PR2 Demand that overwhelms capacity</li> <li>PR3 Critical shortage of workforce capacity &amp; capability</li> <li>PR4 Failure to maintain financial sustainability</li> <li>PR5 Fundamental loss of stakeholder confidence</li> <li>PR6 Breakdown of strategic partnerships</li> <li>PR7 Major disruptive incident</li> </ul> <p>Lead Committees have been identified for specified principal risks and consider these at each meeting, providing a rating as to the level of assurance they can take that the risk treatment strategy will be effective in mitigating the risk.</p> <p>The Risk Committee further supports the lead committees in their role by maintaining oversight of the organisation's divisional and corporate risk registers and escalating risks that may be pertinent to the lead committee's consideration of the BAF.</p> |                                                                                                                                                                                                                       |                                                   |                                           |                                |