

Bradford District Care NHS Foundation Trust Board Assurance Framework

BAF Ref	Strategic Objective	Strategic Risk	Impact	Likelihood	Risk Score (Autofill)	Controls	Assurances	Gaps in Controls	Actions/ Updates	Committee	Lead Director	Link to CRR	Review Date
1.1	Quality & Workforce	If demand exceeds capacity, then service quality, safety and performance could deteriorate	4	3	12	<ul style="list-style-type: none"> <li>IPR &amp; Committee dashboards</li> <li>BU performance meetings</li> <li>Directors' &amp; Transformation meetings</li> <li>Risk Management Framework</li> </ul>	<ul style="list-style-type: none"> <li>Recent IPR reports to Board (Q1)</li> <li>Q&amp;SC / MHLC reports and BU presentations (Q1)</li> <li>Reports to Outstanding Care Steering</li> </ul>	<ul style="list-style-type: none"> <li>Impact of LA budget - potential mitigation but no local system agreement to LA share of £2bn social care</li> </ul>	<ul style="list-style-type: none"> <li>F2E meeting on population demand/Well Bradford (tbc)</li> </ul>	QSC	Gilderdale D.	1819 1825 1826	<ul style="list-style-type: none"> <li>date in early 2018 (AMcE)</li> </ul>
1.2	Quality & Workforce	If regulatory standards are not met then we may experience intervention from regulators or damage to our reputation	4	2	8	<ul style="list-style-type: none"> <li>CQC rating of Good</li> <li>Quality strategy</li> <li>Q&amp;SC &amp; MHLC reports</li> <li>Q&amp;S walkabouts</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings with commissioners and regulators</li> <li>Outstanding Care Board papers/review of well-led framework</li> </ul>	<ul style="list-style-type: none"> <li>Result of new CQC inspection - once completed (tbc)</li> </ul>	<ul style="list-style-type: none"> <li>Preparation for CQC inspection &amp; regular Board updates (ongoing)</li> </ul>	QSC	McElligott A.	1819 1820	<ul style="list-style-type: none"> <li>27.7.17 &amp; 28.9.17</li> </ul>
1.3	Quality & Workforce	If we do not provide a positive service user/carer experience then we may not be responsive to local communities or commissioners' needs	3	3	9	<ul style="list-style-type: none"> <li>You and Your Care Strategy</li> <li>Existing service user governance &amp; involvement groups</li> </ul>	<ul style="list-style-type: none"> <li>Patient experience report to Q&amp;SC (Feb 2017)</li> <li>Updates from service users at key governance meetings</li> </ul>	<ul style="list-style-type: none"> <li>Embedding of new FFT resource</li> </ul>	<ul style="list-style-type: none"> <li>Development of Carer's Hub/Spoke into AWC (Dec 2017)</li> <li>Progress report on Triangle of Care (Aug Q&amp;SC)</li> </ul>	QSC	Gilderdale D.	1819	<ul style="list-style-type: none"> <li>December 2017</li> <li>4.8.17 meeting</li> </ul>
1.4	Quality & Workforce	If we fail to recruit and retain a diverse workforce then the quality of our services may deteriorate and our agency costs increase	4	4	16	<ul style="list-style-type: none"> <li>Workforce strategy</li> <li>BME employment strategy</li> <li>Workforce data in IPR &amp; FBIC dashboard</li> </ul>	<ul style="list-style-type: none"> <li>Committee report to FBIC (April 2017)</li> <li>BME strategy paper to Board (June 2017)</li> </ul>	<ul style="list-style-type: none"> <li>Progress on delivering representative workforce target by 2020</li> </ul>	<ul style="list-style-type: none"> <li>Workforce strategy update (Nov 2017)</li> <li>EMT discussion on re-focusing BME employment strategy (tbc)</li> </ul>	FBIC	Knight S.	1831	<ul style="list-style-type: none"> <li>20.11.17</li> <li>tbc</li> </ul>
1.5	Quality & Workforce	If we do not develop an engaged and motivated workforce then the quality of our service may deteriorate	4	3	12	<ul style="list-style-type: none"> <li>Annual Staff Survey results &amp; Board paper</li> <li>Workforce Strategy</li> <li>Staff engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>Results of Q1 &amp; Q2 EMT briefings</li> </ul>		<ul style="list-style-type: none"> <li>6-month update on staff survey actions (Oct 2017)</li> <li>Staff survey results 2017 Board paper (Feb 2018)</li> </ul>	FBIC	Knight S.	1831	<ul style="list-style-type: none"> <li>26.10.17</li> <li>22.2.18</li> </ul>
1.6	Quality & Workforce	If we fail to develop an innovative learning culture for staff then we may not exploit new opportunities that emerge	3	3	9	<ul style="list-style-type: none"> <li>iCare programme introduced</li> <li>IPR policy in place</li> <li>Quality and learning network</li> <li>Worksmart strategy</li> </ul>	<ul style="list-style-type: none"> <li>FBIC reports (Q1)</li> <li>Recognition through regional awards/YASA</li> </ul>			FBIC	Knight S.	1830	
2.1	Integration & Partnerships	If partners (including BDCFT) fail to delivery a robust West Yorkshire and Harrogate STP then there could be financial and quality financial implications	4	3	12	<ul style="list-style-type: none"> <li>Approved STP Plan</li> <li>STP Steering Group in place</li> <li>PMO and lead Director in place</li> <li>NHSE &amp; NHSI part of governance</li> </ul>	<ul style="list-style-type: none"> <li>Regular updates through CEO reports (Q1)</li> </ul>	<ul style="list-style-type: none"> <li>Committee in Common arrangements for 3 WY FTs to be established</li> </ul>	<ul style="list-style-type: none"> <li>Governance discussions being arranged with report back to STP steering group/FT Boards (Sept 2017)</li> </ul>	Trust Board	Lees N.	1824	<ul style="list-style-type: none"> <li>28.9.17</li> </ul>
2.2	Integration & Partnerships	If partners (including BDCFT) fail to delivery a robust Bradford and Craven Yorkshire STP then there could be financial and quality implications for the local health	4	3	12	<ul style="list-style-type: none"> <li>ICB structure in place - active engagement by Executive Directors</li> <li>Meetings of 3 EMTs from local provider trusts</li> </ul>	<ul style="list-style-type: none"> <li>Regular updates through CEO reports (Q1)</li> </ul>			Trust Board	Lees N.	1824	
2.3	Integration & Partnerships	If partners (including BDCFT) fail to develop a robust and sustainable ACS in Bradford then there will not be the system-wide change needed to manage resources vs	4	3	12	<ul style="list-style-type: none"> <li>ICB &amp; Accountable Care Boards established</li> <li>MoU and Alliance Agreement approved</li> <li>Out of hospital structural collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Regular updates through CEO reports (Q1)</li> <li>MOU and Alliance Agreement signed (June 2017)</li> </ul>		<ul style="list-style-type: none"> <li>Revised Stakeholder strategy (Oct 2017?)</li> </ul>	Trust Board	McElligott A.	1824	<ul style="list-style-type: none"> <li>26.10.17 (PH)</li> </ul>
2.4	Integration & Partnerships	If partners (including BDCFT) fail to develop a robust and sustainable ACS across AWC then there will not be the system-wide change needed to manage	4	3	12	<ul style="list-style-type: none"> <li>ICB &amp; Accountable Care Boards established</li> <li>'Engine Room' meetings arranged</li> </ul>	<ul style="list-style-type: none"> <li>Regular updates through CEO reports (Q1)</li> <li>Care model development workshop report (May 2017)</li> </ul>	<ul style="list-style-type: none"> <li>Further clarity required on Accountable Care model/contractual form</li> </ul>	<ul style="list-style-type: none"> <li>Revised Stakeholder strategy (Oct 2017?)</li> </ul>	Trust Board	Romaniak L.	1824	<ul style="list-style-type: none"> <li>26.10.17 (PH)</li> </ul>
3.1	Sustainability & Growth	If we are unable to facilitate a dynamic culture of innovation then we are unlikely to meet future quality and financial challenges which threaten our	4	3	12	<ul style="list-style-type: none"> <li>Market development plan to FBIC</li> <li>iCare programme</li> </ul>	<ul style="list-style-type: none"> <li>FBIC reports (April, June, July 2017)</li> </ul>			FBIC	Knight S.	1827	
3.2	Sustainability & Growth	If we do not have a clear and viable vision for business growth we will not be able to respond confidently and creatively to opportunities to grow and	4	3	12	<ul style="list-style-type: none"> <li>Operational Plan and response to 5YFV for MH</li> <li>Mental Wellbeing strategy sets framework for locally</li> </ul>	<ul style="list-style-type: none"> <li>Board discussion on wellbeing strategy (June 2017)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing discussions with local commissioners about MH funding linked to new strategy (ongoing)</li> <li>Uncertainty over LA budget implications</li> </ul>	<ul style="list-style-type: none"> <li>SWOT analysis and wider re-fresh of organisational strategy, following Board workshop (Sept 2017?)</li> </ul>	Trust Board	Gilderdale D.	1827 1828	<ul style="list-style-type: none"> <li>28.9.17</li> </ul>
3.3	Sustainability & Growth	If we do not create resilience and invest capacity within the organisation to support transformation and transition we will stifle innovation, create	4	3	12	<ul style="list-style-type: none"> <li>Workforce strategy</li> <li>BME employment strategy</li> <li>Workforce data in IPR &amp; FBIC dashboard</li> </ul>	<ul style="list-style-type: none"> <li>Digital strategy to FBIC (June 2017)</li> </ul>		<ul style="list-style-type: none"> <li>F2E meeting planned on resilience (Sept 2017)</li> <li>Transformational plan costings to FBIC (Nov 2017)</li> </ul>	FBIC	Knight S.	1829	<ul style="list-style-type: none"> <li>14.9.17</li> <li>20.11.17</li> </ul>
3.4	Sustainability & Growth	If public sector finances tighten then our financial position could deteriorate	4	5	20	<ul style="list-style-type: none"> <li>Regular finance reports to Board/FBIC</li> <li>CIP programme reviews delivery</li> <li>EMT oversight of financial mitigation plans</li> </ul>	<ul style="list-style-type: none"> <li>Corporate benchmarking report to FBIC (June 2017)</li> </ul>		<ul style="list-style-type: none"> <li>Draft operational plan to FBIC (Nov and Dec 2017)</li> </ul>	FBIC	Romaniak L.	1821	<ul style="list-style-type: none"> <li>20.11.17 &amp; 18.12.17</li> </ul>
3.5	Sustainability & Growth	If productivity and VfM are not improved then we may gradually lose contracts to more competitive providers and could become unviable	4	4	16	<ul style="list-style-type: none"> <li>Regular finance reports to Board/FBIC</li> <li>Deep dives on service lines</li> </ul>	<ul style="list-style-type: none"> <li>Corporate benchmarking report to FBIC (June 2017)</li> <li>Deep dive on central services costs (June 2017)</li> </ul>		<ul style="list-style-type: none"> <li>Further report on corporate benchmarking of IMT to FBIC (Q3)</li> <li>Refreshed NHS Benchmarking Club report to FBIC (January 2018)</li> </ul>	FBIC	Romaniak L.	1821 1822	<ul style="list-style-type: none"> <li>18.12.17</li> <li>Jan 2018</li> <li>20.11.17</li> </ul>
3.6	Sustainability & Growth	If commissioners reduce the value of contracts then we may not be able to cover fixed costs with adverse consequences to our financial viability	4	4	16	<ul style="list-style-type: none"> <li>Positive contractual round with NHSE and CCGs</li> <li>Wakefield contract provides some contribution to overheads</li> </ul>	<ul style="list-style-type: none"> <li>Corporate benchmarking report to FBIC (June 2017)</li> </ul>	<ul style="list-style-type: none"> <li>Public health reductions have potential to materially impact on Trust's financial position</li> <li>Identification of delivery for all CIPs in</li> </ul>		FBIC	Romaniak L.	1821	

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