

PUBLIC BOARD MEETING

27 July 2017

Paper Title:	Board Assurance Framework 2017/18
Section:	Public
Lead Director:	Paul Hogg, Trust Secretary
Paper Author:	Paul Hogg, Trust Secretary
Agenda Item:	13
Presented For:	Approval
Paper Category:	Governance & Compliance

Executive Summary:

In response to Board discussions in April and the outcome of the Board's task and finish groups, the 2017/18 BAF is presented for discussion with a particular focus on:

- the revised strategic objectives;
- key risks and mitigations;
- proposed actions and timescales;
- wider communication of the BAF with staff.

Recommendations:

That the Board:

- consider the proposed amendments to the strategic objectives;
- supports the processes to review the BAF quarterly through the use of Safeguard; and
- consider any gaps in assurance or further actions required.

Governance/Audit Trail:

Meetings where this item has previously been discussed (please mark with an X):							
Audit Committee		Quality & Safety Committee		Remuneration Committee		Finance, Business & Investment Committee	
Executive Management Team	√	Directors		Chair of Committee Meetings		Mental Health Legislation Committee	
Council of Governors							

This report supports the achievement of the following strategic aims of the Trust: (please mark those that apply with an X):	
Consolidation of Market Share : being great in our patch	√
Manage the impacts of the whole system of reduced health and social care funding: working in partnership to develop cost effective out of hospital services and pathways to support the delivery of sustainable services	√
Secure Funding for new or expanded services	√

This report supports the achievement of the following Regulatory Requirements:	
Safe: People who use our services are protected from abuse and avoidable harm	
Caring: Staff involve people who use our services and treat them with compassion, kindness, dignity and respect	
Responsive: Services are organised to meet the needs of people who use our services	
Effective: Care, treatment and support achieves good outcomes, helps to maintain quality of life people who use our services and is based on the best available evidence.	
Well Led: The leadership, management and governance of the organisation make sure it's providing high-quality care that is based around individual needs, encourages learning and innovation, and promotes an open and fair culture.	√
NHSI Single Oversight Framework	

Equality Impact Assessment :
Not applicable.

Freedom of Information:
<p>Publication Under Freedom of Information Act</p> <p>This paper has been made available under the Freedom of Information Act.</p>

Board Assurance Framework (BAF) 2017/18

1. Background and Context

The Board last discussed the BAF in April 2017, which closed down the 2016/17 reporting period. At that meeting Board members also concluded the following:

- One of the Trust's strategic aims (Consolidation of our market share: being great in our patch) now seems out dated as it related to when the organisation was seeking Foundation Trust status;
- Quality should feature more prominently in the 2017/18 BAF;
- There should be more attention paid to staff morale, recruitment and retention of a high quality workforce;
- There was still a need to understand the difference and relationship between strategic and operational risks (BAF/CRR) and for the BAF to inform Board and Committee agendas; and
- The BAF needs to be become more widely understood by staff through communicating the strategic objectives.

Since April, the Board's two task and finish groups have also meet to discuss a number of strategic issues. Work is underway to refresh the Trust's overarching business strategy and complete a themed SWOT analysis of key services. The strategic priorities identified by the Board in 2016/17 (known as the 'triple reds') will also be reviewed and presented at 6-monthly intervals alongside the BAF.

2. Project/Proposal

In the light of the above work, the BAF has been refreshed and Directors have reviewed individual BAF elements and risk scores. The Board is asked to consider the proposed re-wording of strategic objectives which is set out below. Each area is also summarised into a key phrase to help simplify communication with staff.

- Strategic objective 1: **Quality and Workforce** – to provide high quality, evidence-based services delivered by a diverse, motivated and engaged workforce;
- Strategic objective 2: **Integration and Partnerships** – to be influential in the development of new models of care locally and more widely across the West Yorkshire and Harrogate STP;
- Strategic objective 3: **Sustainability and Growth** – to maintain our financial viability whilst actively seeking appropriate new business opportunities

The internal audit of the 2016/17 BAF identified three recommendations:

- The Trust should introduce further cross referencing between the CRR and BAF to ensure the coverage of specific CRR risks in the BAF is clear;
- The Trust should specify the source, responsible reviewer and timing against each positive assurance listed on the BAF; and
- The Trust should consider the format of the BAF report and consider whether it should be revised to include common BAF elements not in the current format.

To address these recommendations and further align the information within the BAF and CRR it is proposed that the content of the BAF is transferred and maintained on the Trust's

Safeguard system. Discussions with the risk management team (who already managed the CRR process and other risk registers through Safeguard) have identified the following advantages: a centrally managed process that would allow greater interrogation of data; a more robust audit trail of when changes are made to the BAF; inclusion of CRR references in the BAF; ability to set specific timescales and reminders on individual actions; and the option, like the CRR and other risk registers, of being open and accessible to all staff.

Attached at Appendix 1 is the draft BAF for 2017/18, which still includes the risk score, controls, assurances, gaps in controls and allocation of Lead Director. It now also includes identified actions, timescales for those actions and the primary source of assurance (Board or Committee).

Board members are asked to focus discussions on the key risks, proposed actions and timescales and whether any further assurances are required.

3. Implications

3.1 Legal and Constitutional

The BAF is a key assurance process that allows the Board to monitor high level risks that might prevent the delivery of the Trust's strategic objectives. It provides assurance to our auditors and regulators that we have robust governance controls in place and helps to inform the annual governance statement.

3.2 Resource

The management of the BAF will continue to be managed by the Trust Secretary, with data entry and production of the Board report coordinated by the risk management team.

4. Risk Issues Identified

Risk	Likelihood High/Medium/Low	Implication	Mitigation
Failure to communicate changes made to the Trust's strategic aims.	Low.	Staff are unaware of the Trust's key strategic objectives and how their roles contribute to them.	Robust process of communication with staff (see below).

6. Communication and Involvement

If the content of the revised BAF is adopted it will be important to ensure that there is a well-managed communication process. It is proposed that there would be a staggered cascade process linked to the wider work being undertaken on revising the organisational strategy/operational plan. It will be important that there is a consistent message to staff around the revised strategic objectives leading up to the forthcoming CQC inspection and

the Board may wish to consider this at the meeting. The process would be managed through Senior Managers' Briefing meetings and followed up through E-update and local team briefings.

7. Monitoring and review

It is proposed that the Board would continue to discuss the BAF quarterly at public Board meetings and have more in-depth discussions every 6 months in the private part of the Board meetings (alongside a review of the strategic priorities).

8. Timescales/Milestones

The transfer of the BAF information onto Safeguard is a relatively straight forward process. BAF risks would be allocated to individual Directors as before and reminder dates agreed to ensure reports are produced in line with the next quarterly discussion. Further work would be explored with the risk management team on how other reports relating to the BAF/CRR could be used.