

## Meeting of the Board of Directors - **Public**

**8 July 2021**

<b>Paper title:</b>	Board Assurance Framework & Supporting Organisational Risk Register	<b>Agenda item</b>  <b>10</b>
<b>Presented by:</b>	Phillipa Hubbard, Director of Nursing, Professions and Care Standards	
<b>Prepared by:</b>	Rachel Howitt, Head of Patient Safety, Compliance and Risk	

Purpose of the report		
In May 2021 a new version of the BAF was shared with the Board of Directors and the first update was provided to the June Board meeting (in Private). The purpose of this report is to provide the BAF status as at the end of June 2021 and present the Standard Operating Procedure (SOP) relating to the BAF for approval.	For approval	<b>X</b>
	For discussion	
	For information	X

Executive summary		
<p>The new process for updating the BAF is now embedding and will continue to be informed by progress in month, data, and consideration of the wider organisational risks. Work has been undertaken to align the Risk Impact Categories to the Strategic risk areas, and a Standard Operating Procedure has been developed and is presented to this Board for approval.</p> <p>There has been no change in the scores of the risks relating to the Strategic Objectives contained within the BAF since it was last updated in May 2021.</p>		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<b>State below</b> <b>'Yes' or 'No'</b>  <b>No</b>	If yes please set out what action has been taken to address this in your paper

Recommendation
<p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> <li>• Note the progress made in implementing the new BAF</li> <li>• Note the work done on alignment of risk areas and impact categories</li> <li>• Note the mitigations and controls in place to manage the risks associated with the Strategic Objectives described within the BAF</li> <li>• Approve the BAF Standard Operating Procedure</li> </ul>

<p><b>Strategic vision</b></p> <p>Please mark those that apply with an <b>X</b></p>
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<b>Providing excellent quality services and seamless access</b>	<b>Creating the best place to work</b>	<b>Supporting people to live to their fullest potential</b>	<b>Financial sustainability growth and innovation</b>	<b>Governance and well-led</b>
				X

<b>Care Quality Commission domains</b>				
Please mark those that apply with an X				
Safe	Effective	Responsive	Caring	Well Led
				X

<b>Relationship to the Board Assurance Framework (BAF)</b>	The work contained with this report links to the following strategic risk(s) as identified in the BAF: <ul style="list-style-type: none"> <li>• All</li> </ul>
<b>Links to the Supporting Operational Risk Register</b>	The work contained with this report links to the following corporate risk(s) as identified in the Supporting Operational Risk Register: <ul style="list-style-type: none"> <li>• All</li> </ul>
<b>Compliance and regulatory implications</b>	The following compliance and regulatory implications have been identified as a result of the work outlined in this report:

## The Board of Directors - Public 8 July 2021

### Board Assurance Framework & Supporting Organisational Risk Register- update

#### 1 Purpose

The purpose of this report is to provide an update on the progress of implementing the revised BAF process, update the Board on any changes to the level of risk associated with delivery of the strategic objectives described within the BAF and present the Standard Operating Procedure relating to the use of the BAF for approval.

#### 2 Background

In May 2021 the Board received the draft version of the BAF in its new format. This was acknowledged to be in draft form and requiring more work to develop the content of the detailed report into the mitigation and management of the risks aligned to each strategic objective.

During May and June, further work has been undertaken to put in place the process supporting the completion of the BAF to enable effective scrutiny and challenge by Committees and, ultimately, the Board of Directors.

Appendix 1 contains the BAF as it stands at the end of June 2021.

Appendix 2 contains the associated Organisation High Risk report for June 2021.

#### 3 Update of progress in implementing the revised BAF process

The process of updating the BAF and how this is then used in Board and Committees is described below. A recent recommendation from the Internal Audit of the Board assurance is that the Trust has a formal Standard Operating Procedure relating to the BAF. This has been developed and is included at Appendix 3 for approval by the July Board.

##### Process

Each lead Executive Director has in place monthly meetings (at the end of the month) with the Head of Patient Safety, Compliance and Risk. The purpose of these meetings is to review the Strategic Objectives contained within the BAF and update any progress in mitigating the associated risks. This is on the basis of work / progress in month, what the data is telling us and also after due consideration of the wider organisational risks supported by the work of the Compliance and Risk Group.

Once the BAF is updated at the start of the month, this is then received by any Committees within that month who will provide oversight of the management of the risks associated with the Strategic Objectives they have allocated to them. Whilst

objectives are likely to be impacted by the work of multiple Committees, it was agreed that allocating a lead Committee with primary oversight ensured that duplication was kept to a minimum.

All Committees will receive the BAF summary each month, however those Committees who are lead Committees for specific Strategic Objectives will also receive the detailed BAF report for those objectives.

It is the responsibility of the Lead Executive Director for each Strategic Objective to ensure that, should it be appropriate and necessary, the detail of the mitigation of associated BAF risks are shared at Committees other than the lead Committee.

The Board will receive the full BAF, plus the Organisation High Risk Report at each Public Board meeting to allow it to receive assurance as to the delivery of the Trust's Strategic Objectives.

In order to strengthen the link between the BAF and the operational risk register, work has been undertaken by the risk team to align the five Strategic Risk Areas (Quality, Reputation, Regulatory, Financial, People) agreed by the Board to determine Risk Appetite, with the eight Risk Impact Categories, which are used to guide risk owners in determining the scoring of individual risks on the basis of the impact they would have.

As would be expected, the impact of individual risks can be manifold, spanning a number of Strategic Risk Areas. As there are individual Risk Impact Categories dealing with reputation, regulatory and financial impacts, it has been agreed that those impacts which cover multiple areas should be aligned to the Quality Strategic Risk Area.

The alignment of Strategic Risk Areas and Risk Impact Categories is included at Appendix 4.

#### **4 Update on the content of the BAF**

The content of the BAF was reviewed and updated by the Executive Leads at the end of May 2021. The following Committees then received an update on the Strategic Objectives they are the lead Committee for:

- Quality and Safety Committee 17 June 2021

Escalations of matters of concern will be raised through the AAA reports from each Committee and submitted to Board for discussion.

The content of the BAF was subsequently reviewed and updated by the Executive Leads at the end of June 2021, taking into account any feedback from the Committees where it had previously been scrutinised, and also discussions held in the Compliance and Risk Group during June. This final version is presented to Board as Appendix 1 to this report.

## **5 Recommendations**

The Board of Directors is asked to:

- Note the progress made in implementing the new BAF
- Note the work done on alignment of risk areas and impact categories
- Note the mitigations and controls in place to manage the risks associated with the Strategic Objectives described within the BAF
- Approve the BAF Standard Operating Procedure

**Rachel Howitt, Head of Patient Safety, Compliance and Risk**  
**14 June 2021**