

Board of Directors

13 July 2023

Paper title:	Board Assurance Framework & Supporting Organisational Risk Register	Agenda Item 10.0
Presented by:	Phillipa Hubbard, Director of Nursing, Professions and Care Standards, Deputy Chief Executive, DIPC, Director of Nursing BDC	
Prepared by:	Rachel Howitt, Head of Patient Safety, Compliance and Risk	
Committees where content has been discussed previously	n/a	
Purpose of the paper Please check ONE box only:	<input type="checkbox"/> For approval <input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion	
Link to Trust Strategic Vision Please check ALL that apply	<input checked="" type="checkbox"/> Providing excellent quality services and seamless access <input checked="" type="checkbox"/> Creating the best place to work <input checked="" type="checkbox"/> Supporting people to live to their fullest potential <input checked="" type="checkbox"/> Financial sustainability, growth and innovation <input checked="" type="checkbox"/> Governance and well-led	
Care Quality Commission domains Please check ALL that apply	<input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Caring <input checked="" type="checkbox"/> Effective <input checked="" type="checkbox"/> Well-Led <input checked="" type="checkbox"/> Responsive	

Purpose of the report

The purpose of this cover paper is to provide an overview of changes and updates to the 2022/23 strategic objectives (SO) and associated risks currently held on the Board Assurance Framework (BAF). The full BAF is also provided along with the Organisational High Risk Report.

Executive Summary

The Lead Executive for each strategic objective and any additional in-year ambitions reviews their specific objective(s), ambition(s) and the associated risk(s) and updates the controls and assurances associated with those risks on a monthly basis. Any organisational high risks linked to the BAF strategic objectives are also identified in the BAF summary with

relevant narrative where a risk has changed or been archived for the relevant committee to view.

There is one Strategic Objectives aligned to the Trust Board for oversight which is SO4: “Collaborating to drive innovation and transformation, enabling us to deliver against local and national ambitions”.

It is the responsibility of the Lead Executive for each Committee to present the progress towards achievement of each strategic objective to the relevant Committee, and therefore SO4 will be presented in the Private Board meeting by the Director of Integration and Transformation.

Main points to note:

- This month’s reviews focused on:
 - ~ Evaluation of risk controls and assurance against each objective and ambition
 - ~ Progression against actions identified
- There are no changes to overall risk scores or target scores for Board to be aware of this month
- A full review of SO2 will take place in Q1 to ensure closer alignment to the pillars of the NHS People Plan and current BDCFT strategy refresh. This will enable an opportunity to revisit the risks and controls and build on the existing evidence base. The refreshed SO2 will be presented to July 2023 Board for ratification, with the provision that it gains approval at the subsequent Workforce and Equality Committee (WEC) in the same month.
- There have been four new high risk added to the Organisational High Risk Report (OHRR) since the last report:
 - ~ **2708** Pipework at Airedale Centre for Mental health
 - ~ **2718** Netapp storage going end of life (impact on trust servers)
 - ~ **2717** High risk of staff injury (complex presentation of SU Najurally Centre)
 - ~ **2725** BL Charity lack of unrestricted income

The OHRR is received by each committee based on the high risks directly related to the individual committee’s work and the full OHRR is scrutinised at the Compliance and Risk Group bi-monthly.

Any organisational high risks linked to the BAF strategic objectives will continue to be identified in the BAF summary with relevant narrative where a risk has changed or been archived.

<p>Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?</p>	<p><input type="checkbox"/> Yes (please set out in your paper what action has been taken to address this)</p> <p><input checked="" type="checkbox"/> No</p>
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Recommendation(s)
<p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> Note the progress made against the Strategic Objectives Note the mitigations and controls in place to manage the risks associated with the Strategic Objectives described within the BAF Support the review of SO2 where indicated for improvement to the 2023/2024 BAF Note the BAF internal audit outcome and response

Relationship to the Board Assurance Framework (BAF)	
<p>The work contained with this report links to the following strategic risks as identified in the BAF:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> SO1: Engaging with our patients, service users and wider community to ensure they are equal partners in care delivery (QSC) <input checked="" type="checkbox"/> SO2: Prioritising our people, ensuring they have the tools, skills and right environment to be effective leaders with a culture that is open, compassionate, improvement-focused and inclusive culture (WEC) <input checked="" type="checkbox"/> SO3: Maximising the potential of services to delivery outstanding care to our communities (QSC) <input checked="" type="checkbox"/> SO4: Collaborating to drive innovation and transformation, enabling us to deliver against local and national ambitions (Board) <input checked="" type="checkbox"/> SO5: To make effective use of our resources to ensure services are environmentally and financially sustainable and resilient (FBIC) <input checked="" type="checkbox"/> SO6: To make progress in implementing our digital strategy to support our ambition to become a digital leader in the NHS (FBIC) 	
<p>Links to the Strategic Organisational Risk register (SORR)</p>	<p>The work contained with this report links to the following corporate risks as identified in the SORR:</p> <ul style="list-style-type: none"> All
<p>Compliance & regulatory implications</p>	<p>The following compliance and regulatory implications have been identified as a result of the work outlined in this report:</p> <ul style="list-style-type: none"> N/A

The Board of Directors

13 July 2023

Board Assurance Framework - update

1 Purpose

The purpose of this report is to provide an update on the progress of implementing the BAF process and update the Board on any changes to the level of risk associated with delivery of the strategic objectives described within the BAF.

2 Background

In April 2022 the Board undertook a development session to review the in-year strategic objectives aligned to better lives, together. The existing 6 objectives were scrutinised and an assessment made as to whether they had been achieved, needed to be carried over or needed updating to reflect the changes in the strategic environment of the Trust. As the same time the structure and sensitivity of the Board Assurance Framework (BAF) document was assessed and it was agreed that, in order to increase the sensitivity in terms of monitoring risks, where relevant and necessary the objective would be sub-divided into in year ambitions to enable specific risks against these elements to be monitored independently.

The main structure of the BAF aligned to each risk has not changed substantially, although the presentation has been updated to reflect the new sub-division of the strategic objectives.

The process to support the completion of the BAF to enable effective scrutiny and challenge by Committees and, ultimately, the Board of Directors remains unchanged.

Appendix 1 contains the BAF as it stands at end of June 2023.

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 recommendation from the Internal Audit of the Board assurance to have a formal Standard Operating Procedure relating to the BAF has been in place since July 2021.

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, and/or where they have responsibility for additional in year ambitions related to strategic objectives led by other Directors, 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.

The Strategic Objective 04, related to ‘Collaborating to drive innovation and transformation, enabling us to deliver against local and national ambitions’ does not sit within a subcommittee and will be presented to and discussed at the private Board meeting by the Director of Integration and Transformation.

Some of the monthly update meetings have been merged where a Strategic Objective crosses portfolios, to allow collaborative input with other Directors in order to strengthen the update process.

All Committees will continue to receive the BAF summary each month, and Committees with an assigned lead for a 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 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, 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.

From February 2022, in agreement with all Committee Chairs and lead Executives, the OHRR will be separated out, so committees receive just the high risks directly related to the individual committee’s work. This means the following will be received:

Meeting	BAF	Strategic Objectives	Organisational High Risk Report (Strategic Area)
Public Board	Full	All	-

Private Board	Full	All – Lead for SO4	-
Audit Committee	Summary	-	-
Mental Health Legislation Committee	Summary	-	-
Finance, Business and Investment Committee	Summary	SO5, SO6	Financial
Workforce and Equality Committee	Summary	SO2	People
Quality and Safety Committee	Summary	SO1, SO3	Quality, Regulatory, Reputation, People

Reflecting on the changes to the Executive and Non-Executive leadership team, it was agreed to delay reviewing the Board’s risk appetite and its approach to risk tolerance until September 2022 when recruitment processes have been completed. This work is now in progress and in the meantime the current risk appetites for relevant areas will be used.

The Compliance and Risk Group continues to scrutinise the whole of the organisational high risk register every other month.

4 Update on the content of the BAF

The Strategic Objectives were reviewed and updated by the Executive Leads at the end of March 2023. Since the last Board report (in May) the following committees received the respective BAF reports:

- Quality & Safety Committee: 18 May 2023, 15 June 2023
- Finance, Business, Investment Committee: 25 May 2023
- Mental Health Legislation Committee: 25 May 2023
- Audit Committee: 6 July 2023

The risk scoring has also been reviewed against all new in year ambitions and is relative to the progress made with addressing the gaps in control contained within each risk area. As these are progressed, they move from the ‘gaps’ area to being a ‘control’ in place to manage the risk.

During June the focus of the strategic objective reviews was to further populate and articulate the risk controls and assurance against each objective and ambition and identify the progress against identified actions.

There have been no changes to overall risk scores since the last report. There was one change in target score since the last report. This was presented and approved at QSC on 15/6/23:

- **SO3(3.4) – Target reduced from 4-4(16) to 3-4(12):**
On review it was determined that mitigation in place in relation to reducing the likelihood of harm for people waiting for services has increased through ongoing Quality Improvement Initiatives, long term workforce plans aligned to strategic programmes and transformation programmes. The SO is currently at the previous

target level and so in order to capture the continual improvement in this area a reduced target is proposed.

6 Recommendations

The Board of Directors is asked to:

- Note the progress made against the Strategic Objectives
- Note the mitigations and controls in place to manage the risks associated with the Strategic Objectives described within the BAF

Rachel Howitt, Head of Patient Safety, Compliance and Risk

03 July 2023