

Board of Directors

10 November 2022

Paper title:	Board Assurance Framework update	Agenda Item 10.0
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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the BAF strategic objectives are also identified in the BAF summary with relevant narrative where a risk has changed or been archived for the relevant committee to view.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:
 - ~ Population and articulation of the risk controls and assurance against each objective and ambition
 - ~ Progression against actions identified
- There are three changes to overall risk scores for Board to be aware of this month:
 - ~ **SO1 1.1 - Risk score has increased to 4-4 (16)** due to newly identified and significant gaps in the service user and carer involvement infrastructure which may impact on patient safety and quality. The detail around this change will be presented to QSC on 17 November 2022 for discussion and approval.
 - ~ **SO5 5.1 - Risk score has increase to 4-5 (20)** due to the worsening economic and political outlook, likelihood of return to austerity and increased financial risk being flagged by wider system partners. The detail around this change will be presented to FBIC on 24 November 2022 for discussion and approval.
 - ~ **SO2 2.4 – Risk score has increase to 3-4 (12)** An increase in sickness absence and staff turnover has impacted this risk score.
- SO6 still requires full population.
- There have been two new high risk added to the Organisational High Risk Report (OHRR) since the last report:
 - ~ *Increased demand on Paediatric Complex Needs Service, increased waiting times, backlog*
 - ~ *Reduced staffing level due to retirement – high impact due to small team*

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.

Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<input type="checkbox"/> Yes (please set out in your paper what action has been taken to address this) <input checked="" type="checkbox"/> No
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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 and outstanding areas in relation to populating the Strategic Objectives • Note the mitigations and controls in place to manage the risks associated with the Strategic Objectives described within the BAF • Note the two increased risk scores in SO3 and SO5 • Support the work to further develop the Strategic Objectives during in 2022/23

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"> ☒ SO1: Engaging with our patients, service users and wider community to ensure they are equal partners in care delivery (QSC) ☒ SO2: Prioitising 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) ☒ SO3: Maximising the potential of services to delivery outstanding care to our communities (QSC) ☒ SO4: Collaborating to drive innovation and transformation, enabling us to deliver against local and national ambitions (Board) ☒ SO5: To make effective use of our resources to ensure services are environmentally and financially sustainable and resilient (FBIC) ☒ SO6: To make progress in implementing our digital strategy to support our ambition to become a digital leader in the NHS (FBIC) 	
Links to the Strategic Organisational Risk register (SORR)	<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
Compliance & regulatory implications	<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

10 November 2022

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 in October 2022.

Appendix 2 contains the associated Organisation High Risk report for October 2022.

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, plus the full Organisation High Risk Report (OHRR) 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	Full
Private Board	Full	All – Lead for SO4	Full
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 new Strategic Objectives were reviewed and updated by the Executive Leads at the end of October 2022. Since the last Board report the following committees received the respective BAF reports:

- Quality & Safety Committee - 20 October 2022
- Workforce and Equality Committee - 20 October 2022

However, to note, the current BAF has been updated since these committee dates.

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 October 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 two changes (both increased) to overall risk scores this month. Both of these will be scrutinised during November by the relevant committee.

SO1 1.1 - Risk score has increased to 4-4 (16)

As the Trust has moved back to 'business as usual' it has become apparent that the impact of Covid-19 and other local challenges, has left the service user and carer involvement infrastructure no longer fit for purpose. Challenges have been identified affecting the Patient Experience and Involvement Team and Involvement Partners are struggling to become and remain engaged with the Trust. Services have also reported challenges when trying to undertake engagement and a lack of connection to wider involvement developments across the Bradford District and Craven Health and Care Partnership. This is having an impact on the pace of progression with the ambitions described in the 'Your Voice Matters' strategy and if unaddressed there is a risk of decreasing numbers of Involvement Partners, poorer quality engagement and a devaluing of the Trusts' involvement approach.

A plan is in place and has commenced to address this, including active recruitment for a senior lead to provide the support for the involvement infrastructure transformation work.

SO5 5.1 - Risk score has increase to 4-5 (20)

The increased risk score for this objective reflects the worsening national economic and political outlook with a potential return to austerity. In addition, increased financial risk is being flagged by wider system partners and increased slippage in transformation and sustainability plans has been noted, largely driven by recruitment and workforce issues.

The government budget announcement at the end of October and NHS planning guidance will both inform this objective and risk scores are likely to be further impacted once this is set.

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.

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

The Organisational High-Risk Report 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 where progress on risk updates is monitored.

This month's final BAF is presented to Board as Appendix 1 to this report.
This month's final OHRR is presented to Board as Appendix 2 to this report.

SO2 2.4 - Risk score has increase to 3-4 (12)

The increased risk score reflects a combined impact of increased sickness absence and staff turnover. Further information will be updated in the next Board report as more comprehensive analysis has been delayed due to staff absences.

5 Recommendations

The Board of Directors is asked to:

- Note the progress made and outstanding areas in relation to populating the Strategic Objectives
- Note the mitigations and controls in place to manage the risks associated with the Strategic Objectives described within the BAF
- Note the two increased risk scores in SO3 and SO5
- Support the work to further develop the Strategic Objectives during in 2022/23

Rachel Howitt, Head of Patient Safety, Compliance and Risk

03 November 2022