

Title: BOARD ASSURANCE FRAMEWORK Q4			
From: David Burbridge		To: Board of Directors	
The report is being provided for:			
Decision: N	Discussion: Y	Assurance: Y	Endorsement: Y
The Board is being asked to:			
Review the updated BAF and identify any gaps in controls and assurances or any further changes required to update the BAF			
Key points / summary:			
<ul style="list-style-type: none"> • The Board Assurance Framework is an important document for providing assurance that the Board is aware of the risks to its key objectives and has a robust system of internal control • The 2016/17 Assurance Framework is included at Appendix 1 • There are currently 13 risks on the register of which 6 are scored as Red and 7 as Amber • The proposed changes included in this report for Q4 are based on discussions with Executive directors 			
Recommendations:			
Review the revised BAF and identify any gaps in controls and assurance.			
Identify any Equality and diversity issues: None			
Outline how any equality and diversity risks are to be managed: Not applicable			
Which committees has this paper been to?			
Audit Committee			

1. Introduction

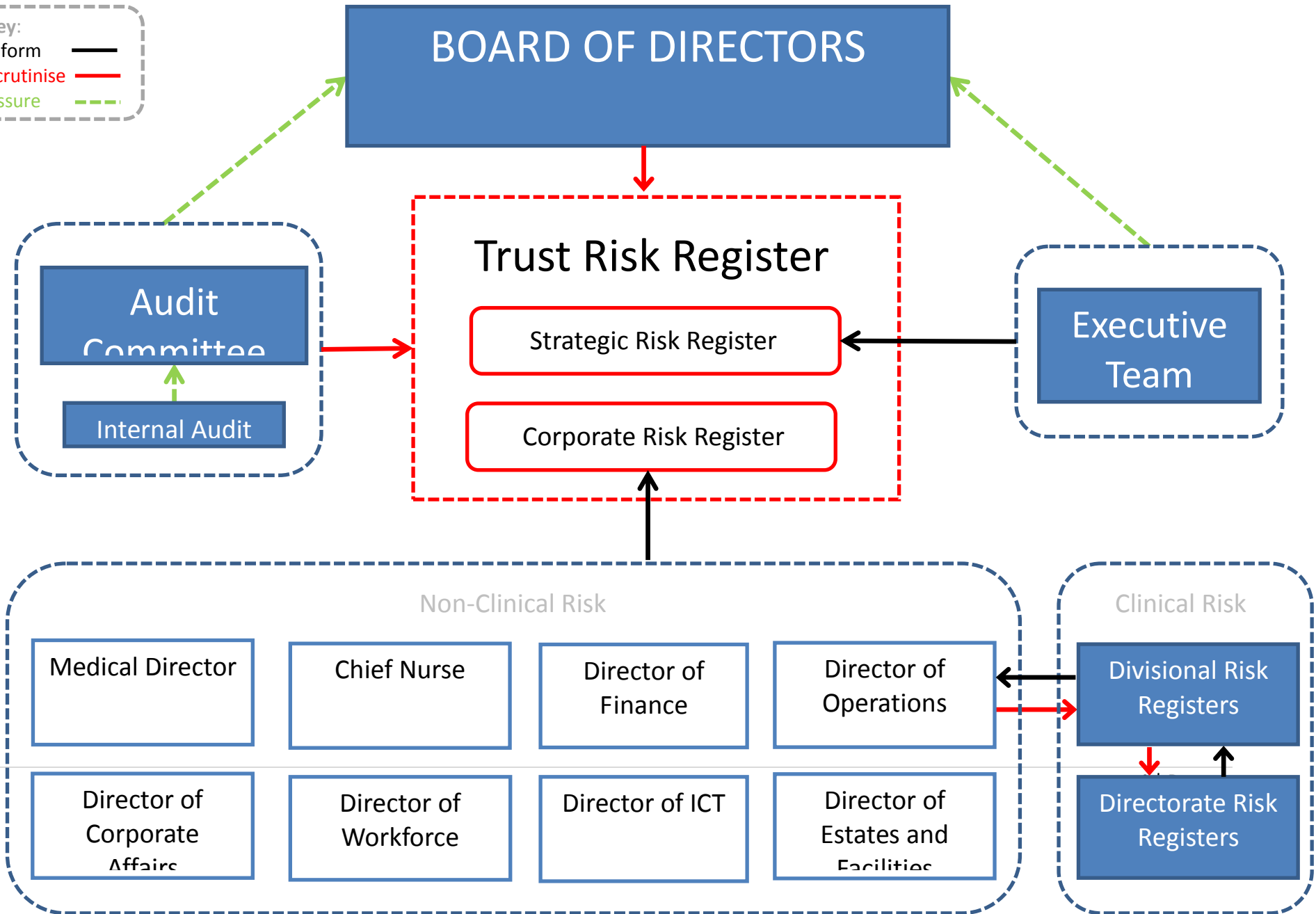
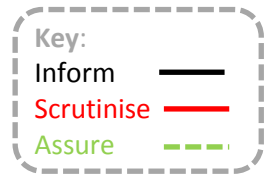
- 1.1. The purpose of the Board Assurance Framework is to:
 - 1.1.1. Identify the Trust's key strategic risks, linked to its key objectives:
 - 1.1.2. Identify the current level of risk
 - 1.1.3. Identify the mitigations to address the risk (controls and assurances)
 - 1.1.4. Identify any further action required to reduce the likelihood or the consequence of the risk occurring
- 1.2. The Trust has identified its key objectives for 2016/17 as:
 - 1.2.1. Clinical Quality
 - 1.2.2. Workforce
 - 1.2.3. Integration
 - 1.2.4. Affordability
- 1.3. The Board Assurance Framework is supported by the operational clinical risk registers which are managed and escalated from the clinical directorates and divisions as well as the Executive (corporate) risk registers (see structure chart below). These risks identify the more detailed risks associated with the day to day delivery of Trust services.
- 1.4. The updated Board Assurance Framework is attached in **Appendix 1**. It has been updated since Q3 following discussions with Executive Directors and the changes are highlighted in the body of this report.

2. Trust risk matrix

- 2.1. The Table below identifies the profile of the Trust's risks for each of its key objectives.

Ref	Risk title	Owner	Proposed	Initial score	Score Q3	Current score	HEFT Objective	SOF
SRR 1	Sustainable medical workforce model	DR	Oct-16	12	12	12	Workforce	Quality
SRR 2	Sustainable nursing workforce model	SF	Oct-16	12	12	12	Workforce	Quality
SRR 3	Delivery of clinical operational standards	JB	Nov-15	16	12	12	Quality	Operational Performance
SRR 4	Physical estate	KB	Oct-16	16	16	16	Quality	Finance and Resource
SRR 5	IT Infrastructure	SC	Mar-16	12	16	16	Quality	Finance and Resource
SRR 6	Financial plan 2016/17	JM	Oct-16	20	20	20	Affordability	Finance and Resource
SRR 7	Cash position	JM	Oct-16	20	20	20	Affordability	Finance and Resource
SRR 8	Leadership skills and capacity	CEO/Chair	Nov-15	12	20	20	Workforce	Leadership and Improvement
SRR 9	Monitor provider licence	DB	Nov-15	16	9		Quality	Quality
SRR 10	Sustainability and Transformation Plan	TBC	Oct-16	12	12	12	Quality	Strategic change
SRR 11	Risk of regulatory action	DB	Jan 17			12	Quality	Quality
SRR 12	BREXIT	CEO	Jan-17	16		16	Workforce	Quality
SRR 13	Case for change	DB	Jan-17	12		12	Integration	Strategic change
SRR 14	Social care funding	JB	Jan-17	12		12	Integration	Finance and Resource

Risk Management and Board Assurance



3. Changes since the last report

- 3.1. Following discussions with Executive Directors, changes to the existing risks on the BAF are included in **Appendix 1** and the following risk is recommended for closure:

Existing Risk	Proposal
Breach of terms of Monitor provider licence. Material non compliance	CLOSE - due to the fact that this needs to be more generic than just Monitor (NHSI). New risk opened which articulates the more generic nature of this risk

4. New Risks

There are no new risks proposed for this quarter.

However the following NEW risks were approved in Q3 and have now been included on the register: Case for Change; BREXIT; Changes to Social Care Funding; Regulatory action

5. Recommendation

- 5.1. The Board of Directors is asked to discuss the risks identified in the Board Assurance Framework and:
- 5.1.1. Approve the removal of the risk identified in 3.1;
 - 5.1.2. Discuss / approve the additional proposed risks (section 4) and identify additional existing controls and/or actions;
 - 5.1.3. Consider additional controls and assurances that may need to be implemented; and
 - 5.1.4. Consider whether the Audit Committee should be asked to seek additional assurance regarding any of the risks identified.

David Burbridge
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April 2017