

# HEART OF ENGLAND NHS FOUNDATION TRUST

## BOARD OF DIRECTORS – Public Meeting

Monday 22<sup>nd</sup> January 2018

<b>Title:</b> Board Assurance Framework Q3							
<b>From:</b> David Burbridge				<b>To:</b> Board of Directors			
<b>The Report is being provided for:</b>							
Decision	N	Discussion	Y	Assurance	Y	Endorsement	Y
<b>Purpose:</b>							
<ul style="list-style-type: none"> <li>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</li> </ul>							
<b>Key points/Summary:</b>							
<ul style="list-style-type: none"> <li>The 2017/18 Assurance Framework is included at <b>Appendix 1</b></li> <li>There are currently <b>13</b> risks on the register of which <b>9</b> are Red, <b>1</b> is Amber and <b>3</b> are Yellow</li> <li>The proposed changes included in this report for Q3 are based on discussions with Executive Directors</li> </ul>							
<b>Recommendation(s):</b>							
The BoD are asked to review the updated BAF and identify any gaps in controls and assurances or any further changes required to update the BAF							
<b>Assurance Implications:</b>							
Board Assurance Framework	Y	BAF Risk Reference No.				N/A	
Performance KPIs year to date	N	Resource/Assurance Implications (e.g. Financial/HR)				N	
Information Exempt from Disclosure	N	If yes, reason why.					
Identify any Equality & Diversity issues		None					
<b>Which Committees has this paper been to? (e.g. AC, QC, etc.)</b> None							

## 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 2017/18 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 at Fig 1 below). These risks identify the more detailed risks associated with the day to day delivery of Trust services.

Operational risk registers are reviewed at quarterly update meeting with the Director of Operations and, with effect from June 2017, are now discussed at the quarterly executive performance meetings.
  
- 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.

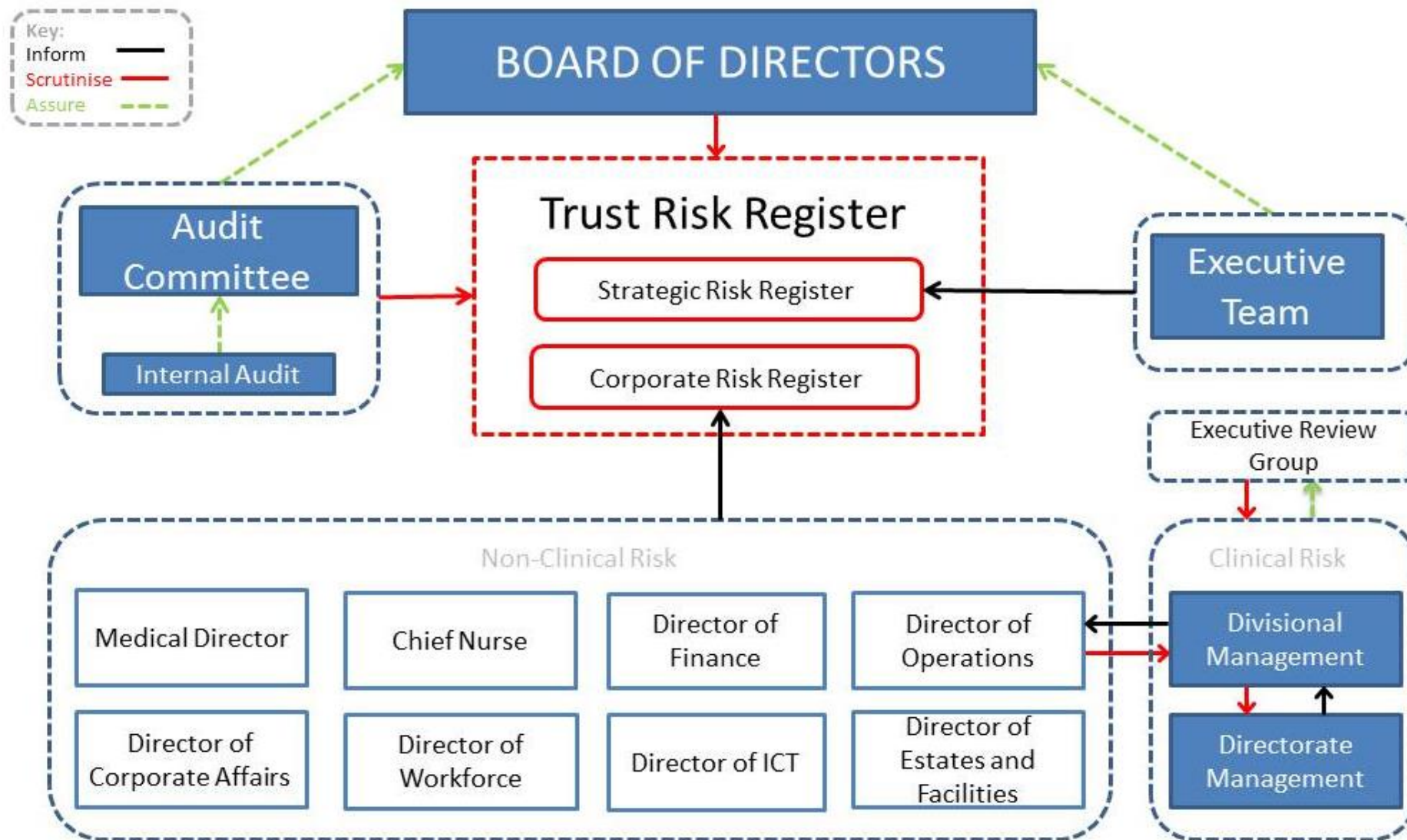
## 2. Trust risk matrix

- 2.1. The Table below identifies the profile of the Trust's risks for each of its key objectives and how they relate to the NHSI Single Oversight Framework.

Table 1. Key Risks and Objectives

Ref	Risk title	Owner	Proposed	Initial Score (LxC)	Score Last Quarter (LxC)	Current Score (LxC)	Target Score (LxC)	HEFT Objective	Single Oversight Framework
SRR 1/15	Delivery of clinical operational standards	JB	Nov-15	16 (4x4)	16 (4x4)	16 (4x4)	9 (3x3)	Quality	Operational Performance
SRR 2/15	Leadership skills and capacity	CEO/Chair	Nov-15	12 (3x4)	20 (5x4)	20 (5x4)	8 (2x4)	Workforce	Leadership / Improvement
SRR 3/15	IT Infrastructure	SC	Mar-16	12 (3x4)	16 (4x4)	16 (4x4)	6 (2x3)	Quality	Finance and Resource
SRR 1/16	Sustainable medical workforce model	DR	Oct-16	12 (3x4)	12 (3x4)	12 (3x4)	6 (2x3)	Workforce	Quality
SRR 2/16	Sustainable nursing workforce model	JT/MG	Oct-16	12 (3x4)	12 (3x4)	16 (4x4)	6 (2x3)	Workforce	Quality
SRR 3/16	Physical estate	KB	Oct-16	16 (4x4)	16 (4x4)	16 (4x4)	8 (2x4)	Quality	Finance and Resource
SRR 6/16	BREXIT	CEO	Jan-17	20 (5x4)	16 (4x4)	16 (4x4)	12 (3x4)	Workforce	Quality
SRR 7/16	Case for change	DB	Jan-17	16 (4x4)	12 (3x4)	8 (2x4)	4 (1x4)	Integration	Strategic Change
SRR 8/16	Increasing delays in transfer of care (DTC)	JB	Jan-17	16 (4x4)	15 (5x3)	15 (5x3)	9 (3x3)	Quality	Quality
SRR 1/17	Financial plan 2017/18	JM	Apr-17	20 (5x4)	20 (5x4)	20 (5x4)	8 (2x4)	Affordability	Finance and Resource
SRR 2/17	Cash position	JM	Apr-17	20 (5x4)	20 (5x4)	20 (5x4)	8 (2x4)	Affordability	Finance and Resource
SRR 3/17	Regulatory action	DB	Apr-17	16 (4x4)	8 (2x4)	8 (2x4)	4 (1x4)	Quality	Quality
SRR 4/17	High profile cases	KB	Jul-17	16 (4x4)	---	8 (2x4)	4 (1x4)	Quality	Quality

Figure 1. Risk Management and Board Assurance



### 3. Proposed changes since the last report

Following discussions with Executive Directors, the proposed changes to the existing risks on the BAF are included in **Appendix 1** as follows:

- **Risk SRR 2/16 Nursing workforce** – current score to increase from 12 (3x4) to 16 (4x4) based on internal concerns (increased demand - new beds opened and seasonal fluctuations in sickness and turnover) and external concerns (effect of BREXIT, numbers of nurses leaving profession, NHSE mandates).
- **Risk SRR 7/16 – Case for change** – risk assessment amended and current score decreased to 8 (2x4) with a target score of 4 (1x4).
- **Risk SRR 4/17 – High profile cases** – current score has been confirmed as 8 (2x4) with a target score of 4 (1x4).

### 4. New Risks

There are no new risks identified in Q3

### 5. Recommendation

5.1. The Board of Directors is asked to discuss the risks identified in the Board Assurance Framework and:

- 5.1.1. Discuss / approve the proposed changes (section 3) and identify additional existing controls and/or actions;
- 5.1.2. Consider additional controls and assurances that may need to be implemented; and
- 5.1.3. Consider whether the Audit Committee should be asked to seek additional assurance regarding any of the risks identified.

**David Burbridge**  
**Interim Director of Corporate Affairs**  
**January 2018**