



Royal Papworth Hospital
NHS Foundation Trust

Appendix 2: Board Assurance Framework

March 2024



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1. Executive summary



Royal Papworth Hospital
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Purpose: The Board Assurance Framework (BAF) forms a part of the overall risk management and assurance process of the Trust and allows the Board to maintain oversight of the principal risks to delivery of the Trust's strategic objectives.

Updates: Please see Appendix 1 BAF Report for the highlighted updates. Please also note the updates below for audit trail purposes

BAF 1021: Potential for cyber breach and data loss: CRR 16 (C4xL4): The current risk score was raised from **12 to 16** in March 2024 due to the ongoing Cyber incident affecting the University and the increased risk of Ransomware and DOS attacks affecting Health and Care organisations.

BAF 1929: Low levels of Staff Engagement: CRR 16 (C4xL4): The current risk score was dropped from **20 to 16** in March 2024 due to the improvements in the 2023 staff survey results

BAF 858: Electronic Patient Record System: CRR 16 (C4 x L4): The target risk score has been revised from **6 to 8**, so it is better aligned with the current risk rating.

BAF 1021: Potential for cyber breach and data loss: CRR 16 (C4x L4): The target risk score has been revised from **6 to 8**, so it is better aligned with the current risk rating.

BAF 1853: Staff turnover in excess of our target level: CRR 15 (C5x L3): The target risk score has been revised from **9 to 10**, so it is better aligned with the current risk rating.

BAF 1854: Unable to recruit the number of staff with the required skills/experience: CRR 16 (C4xL4): The target risk score has been revised from **9 to 8**, so it is better aligned with the current risk rating.

BAF 2985: Key Supplier Risk: CRR 10 (C5xL2): The target risk score has been revised from **6 to 10**, so it is better aligned with the current risk rating.

Principal Risks (PR) The Board has agreed the following principal risks to delivery of its strategic objectives which underpin the delivery of outstanding, safe and high-quality care:

PR1 Workforce: Failure to maintain an engaged and skilled workforce in adequate numbers to support delivery of **harm free care and positive patient experience**, through staff that are well supported and aligned to our shared values, behaviours and purpose.

PR2 Productivity: Failure to achieve sufficient patient throughput to support timely and equitable access to care, and achieve financial stability, through optimising the productivity of our people and facilities.

PR3 Finances: Failure to deliver our financial plan on a sustainable basis and deliver our contribution to the wider system through rigorous financial management and an effective response to uncertainties in the future mechanisms for commissioning and innovation in specialised services.

PR4 Cyber security and data loss: Failure to prioritise cyber resilience through the implementation of up-to-date cyber security controls, training, surveillance, risk management, business continuity and recovery planning increases the risk of a major cyber event causing data loss, key system failure, and prolonged disruption to services.

Recommendation

The Board is requested to note and review the BAF report for March 2024.

3. BAF Tracker Risks Below Target



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BAF Tracker: Committee Update 19/03/24

ID	Exec	Opened	Title	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Status since last month	Long running Trend (full data columns AS onwards)	Target Risk Rating	% RRR achieved	Risk Target achieved	SO1	SO2	SO3	SO4	SO5	SO6	Responsible Committee in addition to the Board	Board	Care	Effective Finance	People Manag. & Responsive	Safe	Transformation	
742	MS	30/01/2015	Failure to meet safer staffing (NICE guidance and NQB)	12	12	12	8	8	8	↔		8	100%	<input checked="" type="checkbox"/>	★	★	★	★	★	★	Q&R						★	
2829	SH	23/02/2021	Achieving financial balance	8	8	8	8	8	8	↔		8	100%	<input checked="" type="checkbox"/>							★	Performance			★			
2901	HM	06/05/2021	Emerging ICB Strategy may not be aligned to RPH Five Year Strategy	9	9	9	9	6	6	↔		6	100%	<input checked="" type="checkbox"/>	★	★	★	★	★	★	SPC		★	★	★	★	★	
2904	SH	11/05/2021	Achieving financial balance at ICS level	12	12	12	12	12	12	↔		12	100%	<input checked="" type="checkbox"/>		★					★	Performance			★			
2985	SH	18/08/2021	Key Supplier Risk	10	10	10	10	10	10	↔		10	100%	<input checked="" type="checkbox"/>	★							Performance		★		★		
3040	MS	29/09/2021	Failure to protect identified vulnerable patients from M abscesses	10	10	10	10	10	10	↔		10	100%	<input checked="" type="checkbox"/>	★			★	★	★	Q&R						★	