



**Royal Papworth Hospital**  
NHS Foundation Trust

# Appendix 1: Board Assurance Framework

June 2025

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# 1. Executive summary

**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.

**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.



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## Recommendation

The Board is requested to note and review the BAF report for June 2025.

# 2. BAF Tracker Risks Above Target



BAF Tracker: Committee Update 09/06/2025

ID	Exec	Opened	Title	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Status since last month	Long running Trend (full data columns AS onwards)	Target Risk Rating	% RRR achieved	Risk Target achieved	Risk	SO1	SO2	SO3	SO4	SO5	SO6	Responsible Committee in addition to the Board	Care	Effective	Finance	People	Responsive	Safe	Transform			
675	MS	11/06/2014	Failure to protect patients from harm from hospital acquired infections	16	16	16	16	16	16	16	16	16	16	16	↔		6	38%	☒	3	★					★	Q&R							★			
678	HM	11/06/2014	Waiting list management	20	20	20	20	20	20	20	20	20	20	20	↔		8	40%	☒	8	★						Performance						★				
858	AR	01/02/2016	Optimisation and Development of EPR System -Electronic Patient Record System	12	12	12	8	8	8	8	8	12	12	12	↔		6	50%	☒	6	★	★	★			SPC									★		
1021	AR	17/02/2016	Potential for major organisational disruption due to cyber breach	16	20	20	20	20	20	20	20	20	20	20	↔		16	80%	☒	16	★				★	Performance								★	★		
1853	OM	27/04/2018	Staff turnover in excess of our target level	15	15	15	15	15	15	15	15	15	15	12	↓		9	75%	☒	6	★		★		★	Workforce						★					
1854	OM	27/04/2018	Unable to recruit number of staff with the required skills and experience	12	12	12	12	12	12	12	12	12	12	12	↔		9	75%	☒	9	★		★		★	Workforce						★			★		
1929	OM	23/07/2018	Low levels of Staff Engagement	16	16	16	16	16	16	16	12	12	12	12	↔		8	67%	☒	8	★		★		★	Workforce						★					
2829	SH	23/02/2021	Achieving financial balance	8	8	8	8	12	12	12	12	12	12	12	↔		8	67%	☒	8					★	Performance					★						
2904	SH	11/05/2021	Achieving financial balance at ICS level	12	16	16	16	16	16	16	16	16	16	16	↔		12	75%	☒	12		★			★	Performance						★					
3009	SH	27/08/2021	Continuity of supply of services failure	12	12	12	12	12	12	12	12	12	12	12	↔		9	75%	☒	6	★					Performance		★	★			★	★				
3074	SH	16/11/2021	NHS Commissioning Reforms	12	12	12	12	12	12	12	12	12	12	12	↔		8	67%	☒	8		★		★	Performance		★	★			★	★			★		
3223	HM	22/07/2022	Activity recovery and productivity	16	16	16	16	16	16	16	16	16	16	16	↔		8	50%	☒	4	★				★	Performance		★	★			★	★				
3261	OM	09/09/2022	Industrial Relations- Industrial Action	20	20	20	20	20	20	20	20	20	20	20	↔		12	60%	☒	6	★		★		★	Workforce		★				★	★				
3433	IS	08/01/2024	CT Reporting Backlog - Patient Issues	16	16	16	16	16	16	16	16	16	16	16	↔		6	38%	☒	3	★		★			Performance	★	★				★	★				
3449	TG	21/12/2023	Risk to delivery of strategic partnership working	12	12	12	12	12	12	12	12	12	12	12	↔		9	75%	☒	8	★		★			SPC										★	
3536	AR	20/06/2024	Trusts ability to recover from a digital incident	9	9	9	9	9	9	12	16	16	16	16	↔		6	38%	☒	6	★		★		★	Performance								★	★		
3649	SH	13/11/2024	Failure to embed sustainability into the culture and operations of the Trust				12	12	12	12	12	12	12	12	↔		8	67%	☒	9					★	Performance					★					★	

# 3. BAF Tracker Risks Below Target



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BAF Tracker: Committee Update 09/06/2025

ID	Exec	Opened	Title	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Status since last month	Long running Trend (full data columns AS onwards)	Target Risk Rating	% RRR achieved	Risk Target achieved	Risk	SO1	SO2	SO3	SO4	SO5	SO6	Responsible Committee in addition to the Board	Care	Effective	Finance	People	Responsive	Safe	Transform
2985	SH	18/08/2021	Key Supplier Risk	10	10	10	10	10	10	10	10	10	10	10	↔	.....	10	100%	<input checked="" type="checkbox"/>	8	★						Performance	★			★			

