



Item 1.vi

Report to:	Trust Board of Directors	08 January 2026
Report from:	Director of Workforce and OD	
Principal Objective/ Strategy and Title	Board Assurance Framework Report	
Board Assurance Framework Entries	All	
Regulatory Requirement	<b>Well Led/Code of Governance:</b> To have clear and effective processes for assurance of risk to delivery of strategic objectives	
Equality Considerations	<b>Equality has been considered but none believed to apply</b>	
Key Risks	<b>Leadership; Governance; Failure to Identify and manage risk</b>	
Assurance Evidence	October 2018 Internal Audit review of Risk Management and Assurance Framework - outcome: <b>Substantial Assurance (third line)</b> / October 2021 Risk Maturity – Advisory Review	
For:	<b>For Review</b>	

### 1. Purpose

To provide the Trust Board with the BAF Report with a summary of the BAF risks and their mitigations in place. Attached are:

- Appendix 1 – BAF Quarterly Dashboard
- Appendix 2 – BAF Report

Please note that the BAF report has been reviewed by all Board Committees.

### 2. Headlines

- This is the first Board review of the final version of the revised BAF. In future reports changes to the information contained in the individual risks will be highlighted in red.
- As discussed at the December 2025 Performance Committee meeting the residual risk ratings for BAF 2829 (failure to achieve financial balance) has been increased from 12 to 20 and for BAF 3725 (inability to access a sufficient capital envelope) from 16 to 20. This change was made to reflect the current status of FY26/27 planning.

### 3. Recommendations

For review.