



**Royal Papworth Hospital**  
NHS Foundation Trust

# Board Assurance Framework

August 2023

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# 1. Executive summary



**Royal Papworth Hospital**  
NHS Foundation Trust

**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. All BAF risks are mapped to the Trust's strategic objectives and reporting is managed through the DATIX system and escalated through the relevant Trust Committee structures.

The BAF tracker report includes the Residual Risk Rating (RRR) and long-term trend for each BAF risk showing risks above Risk Appetite and within Appetite. Risks are mapped to CQC domains. All BAF risks are assigned to a Board Committee and Committee reports include further detail on controls and assurance for each risk.

**Headlines:** Fourteen risks have a Residual Risk Rating above Target.

**New/Closed BAF Risks:** None.

## **Other updates:**

**BAF 3621: Industrial Action:** RRR 20 (C4xL5): Plans in place to manage and mitigate this but there will be a continued impact on delivery of our services as a result of continuing strike action.

**BAF 675: Hospital Acquired Infections:** RRR 16 (C4xL4): We have seen a reduction in SSI rates in Q1 with no deep or organ space infection. External peer review report received from NHSE and is under review. SSI Governance structure receives dashboard with updates on actions from workstreams. IPC team undertaking IPC Environment rounds with estates/ service leads and PFI partners.

**BAF 678: Waiting List Management:** RRR 20 (C4xL5): Theatre capacity is to increase to a template of 6 theatres October, and opportunities to increase outpatient activity are under review. The Trust is also rebasing its in year activity plan and model to take account of the impact of Industrial Action. This will allow us to identify where additional capacity is required to deliver safe care and achieve the required productivity and performance standards. The review will also align plans to the revised national productivity requirements.

**BAF 742: Safer Staffing:** RRR 12 (C4xL3). Mitigations in place supported by the Nursing Establishment escalation policy and monitoring of red flags. The KPI for this risk in PIPR has been revised to reflect at 85% fill rate. No change in RRR.

**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 high-quality care and drive innovation, 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.

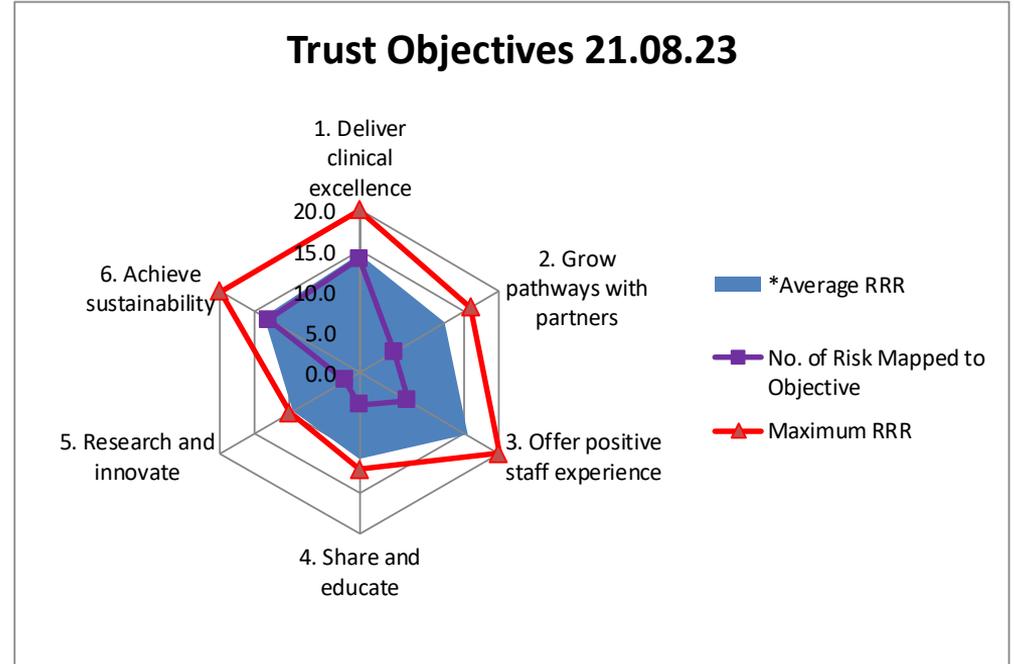
**PR4 Cyber security and data loss:** Failure to prioritise cyber resilience through the implementation of up-to-date cyber security controls, training, surveillance, risk management, business continuity and recovery planning increases the risk of a major cyber event causing data loss, key system failure,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

## **Recommendation**

The Board is requested to note the BAF report for August 2023.

## 2. Risks Mapped to Strategic Objectives

Trust Objective 2023/24	No. of Risk Mapped to Objective	*Average RRR	Maximum RRR	Minimum RRR	Risks Opened	Risks Closed
1. Deliver clinical excellence	14	14.6	20	9		
2. Grow pathways with partners	5	12.2	16	9		
3. Offer positive staff experience	7	15.4	20	9		
4. Share and educate	4	10.8	12	9		
5. Research and innovate	2	9.5	10	9		
6. Achieve sustainability	13	13.7	20	8		

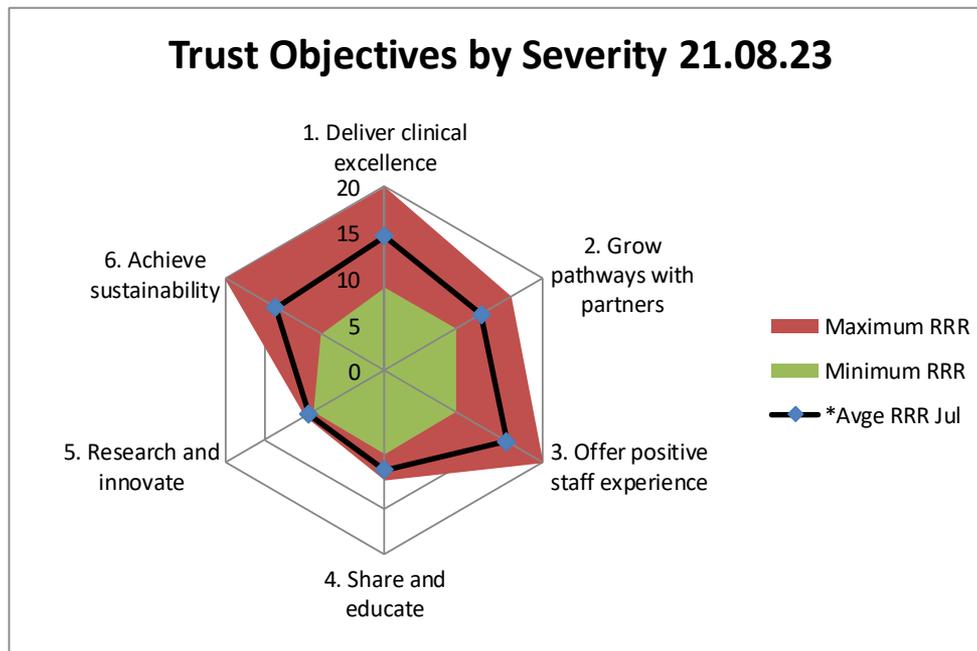


\* Average for risks included in current tracker report

# 3. Strategic Objectives by Severity of RRR

Trust Objective 2023/24	*Ave RRR Jun	*Ave RRR Jul	Maximum RRR	Minimum RRR	change in Ave RRR
1. Deliver clinical excellence	14.6	14.6	20	9	●
2. Grow pathways with partners	12.2	12.2	16	9	●
3. Offer positive staff experience	15.4	15.4	20	9	●
4. Share and educate	10.8	10.8	12	9	●
5. Research and innovate	9.5	9.5	10	9	●
6. Achieve sustainability	13.7	13.7	20	8	●

\* Average for risks included in current tracker report



# 4. BAF Tracker Risks Above Target



BAF Tracker: Committee Update 21/08/23

ID	Exec	Opened	Title	May-23	Jun-23	Jul-23	Status since last month	Long running Trend (full data columns AS onwards)	Target Risk Rating	% RRR achieved	Risk Target achieved	Risk Appetite	SO1	SO2	SO3	SO4	SO5	SO6	Responsible Committee in addition to the Board	Safe	Effective	Finance	People Manag. & Cult.	Responsive	Transformation
675	MS	11/06/2014	Failure to protect patient from harm from hospital acquired infections	16	16	16	↔		6	38%	<input checked="" type="checkbox"/>	4	★					★	Q&R	★					
678	HM	11/06/2014	Waiting list management	20	20	20	↔		8	40%	<input checked="" type="checkbox"/>	8	★						Performance					★	
742	MS	30/01/2015	Failure to meet safer staffing (NICE guidance and NQB)	12	12	12	↔		8	67%	<input checked="" type="checkbox"/>	6	★	★	★	★		★	Q&R	★					★
858	AR	01/02/2016	Electronic Patient Record System	16	16	16	↔		6	38%	<input checked="" type="checkbox"/>	6	★	★	★				SPC			★			★
1021	AR	17/02/2016	Potential for cyber breach and data loss	16	12	12	↔		9	75%	<input checked="" type="checkbox"/>	9	★					★	Performance	★					★
1853	OM	27/04/2018	Staff turnover in excess of our target level	15	15	15	↔		9	60%	<input checked="" type="checkbox"/>	6	★		★				Workforce					★	
1854	OM	27/04/2018	Unable to recruit number of staff with the required skills/experience	16	16	16	↔		9	56%	<input checked="" type="checkbox"/>	6	★		★			★	Workforce	★				★	
1929	OM	23/07/2018	Low levels of Staff Engagement	20	20	20	↔		8	40%	<input checked="" type="checkbox"/>	6	★		★			★	Workforce					★	
2901	HM	06/05/2021	Delivery of Trust 5 year strategy	9	9	9	↔		6	67%	<input checked="" type="checkbox"/>	6	★	★	★	★	★	★	SPC		★	★	★	★	★
2985	TG	18/08/2021	Key Supplier Risk	10	10	10	↔		6	60%	<input checked="" type="checkbox"/>	8	★						Performance		★				★
3009	TG	27/08/2021	Continuity of supply of consumable or services failure	9	12	12	↔		9	75%	<input checked="" type="checkbox"/>	6	★						Performance	★	★	★			★
3074	TG	16/11/2021	NHS Reforms & ICS strategic risk	12	12	12	↔		8	67%	<input checked="" type="checkbox"/>	8		★		★		★	Performance		★	★			★
3223	HM	22/07/2022	Activity recovery and productivity	16	16	16	↔		8	50%	<input checked="" type="checkbox"/>	4	★					★	Performance	★	★	★			★
3261	OM	09/09/2022	Industrial Action	20	20	20	↔		12	60%	<input checked="" type="checkbox"/>	6	★		★			★	Performance		★		★	★	

# 5. BAF Tracker Risks Below Target



BAF Tracker: Committee Update 21/08/23

ID	Exec	Opened	Title	May-23	Jun-23	Jul-23	Status since last month	Long running Trend (full data columns AS onwards)	Target Risk Rating	% RRR achieved	Risk Target achieved	Risk Appetite	SO1	SO2	SO3	SO4	SO5	SO6	Responsible Committee in addition to the Board	Safe	Effective	Finance	People Manag. & Cult.	Responsive	Transformation
2829	TG	23/02/2021	Achieving financial balance	8	8	8	↔		8	100%	<input checked="" type="checkbox"/>	8						★	Performance			★			
2904	TG	11/05/2021	Achieving financial balance at ICS level	12	12	12	↔		12	100%	<input checked="" type="checkbox"/>	12	★						★	Performance			★		
3040	MS	29/09/2021	M.Abscessus	15	10	10	↔		10	100%	<input checked="" type="checkbox"/>	10	★			★	★	★	Q&R	★					