

Trust Board 25 March 2025

Board Assurance Framework

Purpose of the report

The Board Assurance Framework (BAF) contains strategic risks that may prevent us from achieving our objectives. It is presented as part of a continuing risk review process.

Analysis of the issue

An effective BAF supports the understanding and discussions around delivery of the Trust’s strategic objectives by identifying the principal risks that may threaten the achievement of those objectives.

There have been two reductions in current risk score during the last two months requiring board approval; BAF03 financial position 2024/25 (from 16 to 8) and BAF05 EPRR (from 12 to 8).

Table to show the incremental changes in score across the year;

		Initial	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Trend	Target
01	Without <b>timely access</b> to services, we cannot provide high quality safe care for our patients which will impact on clinical outcomes.	25	20	20	20	20	20	20	20	20	20	20	20	20		25
02	If we do not engage in <b>research and innovation</b> , we will not drive quality improvement which will impact on the quality and design of our services.	16	12	12	12	12	9	9	9	9	9	9	9	9		8
03	Inadequate control, reporting and management of the Trust’s 2024/25 <b>financial position</b> could mean we are unable to deliver our financial plan and adequately contribute to the LLR system plan, resulting in a breach of LPT’s statutory duties and financial strategy (including LLR strategy).	20	12	12	12	12	12	12	12	16	16	16	16	8		8
04	If we cannot maintain and improve our estate, or respond to maintenance requests in a timely way, there is a risk that our estate will not be fit for purpose, leading to a <b>poor-quality environment</b> for staff and patients.	20	20	20	20	20	20	20	20	20	20	20	20	20		12
05	If we do not have appropriate <b>emergency preparedness</b> , resilience and response controls in place, there is a risk that external factors will impact on the Trust, affecting our ability to maintain continuity of services.	20	12	12	12	12	12	12	12	12	12	12	8	8		8
06	If we do not adequately utilise <b>workforce</b> resourcing strategies, we will have poor recruitment, retention and representation, resulting in high agency usage.	25	20	20	20	20	20	20	20	20	20	20	20	20		25
07	If we do not lead with compassion, we will not promote an <b>inclusive culture</b> , resulting in unwanted behaviours and closed cultures.	16	12	12	12	12	12	12	12	12	12	12	12	12		8
08	If we do not work closely with our community, will not provide <b>sustainable place-based services</b> , which will impact on our ability to contribute to social value, and provide the right care, at the right time in the right place.	20	12	12	12	12	9	9	9	9	9	9	9	9		8
09	If we do not strengthen partnerships and build new ones, we will not deliver joined up services which will impact on our ability to reduce <b>health inequalities</b> across our health economy.	20	12	12	12	12	12	12	12	12	8	8	8	8		8
10	Inadequate <b>capital funding</b> for LLR system will impact on LPT’s ability to manage financial, quality & safety risks related to estates and digital investment in 2024/25 and in the medium term	20				20	20	20	20	20	20	20	20	20		10
11	If we do not continue to review and improve our systems and processes for <b>patient safety</b> , we may not be able to provide the best experience and clinical outcomes for our patients and their families.	25						20	20	20	20	20	20	20		10
12	If we do not continue to engage in <b>digital transformation</b> , we will not be digitally mature. This will affect our ability to deliver safe care to our service users.	12							12	12	12	16	16	16		8

There are twelve strategic risks on the 2024/25 BAF, of which six remain at a current high score at year end;

- Timely access (20)
- Quality of our estate (20)
- Workforce (20)
- Capital funding (20)

- Patient safety (20)
- Digital transformation (16)

Movement across the year has shown a decrease in score for five risks; these have been mitigated down to an alignment with the target (residual) score within the amber rating identified at the start of the year;

- Engagement in research (9)
- Financial position (2024/25) (8)
- Emergency preparedness (8)
- Place based services (9)
- Health inequalities (8)

### Proposal

- The 2024/25 BAF will be closed at 31 March 2025.
- The 2025/26 BAF will be operationalised from 1 April 2025
- There will be ongoing monthly executive director oversight and update of strategic risk.
- Ongoing oversight of the BAF through the Trust’s governance.

### Decision required

- To approve the reduction in risk scores for BAF03 and BAF05
- Trust Board to be assured by the risk management process and that Board remains sighted on key strategic risks relevant to the Trust.

### Governance Table

For Board and Board Committees:	Trust Board 25 March 2025	
Paper sponsored by:	Kate Dyer, Director of Governance and Risk	
Paper authored by:	Kate Dyer, Director of Governance and Risk	
Date submitted:	13 March 2025	
State which Board Committee or other forum within the Trust’s governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):	Strategic Executive Board March 2025	
If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:	n/a	
State whether this is a ‘one off’ report or, if not, when an update report will be provided for the purposes of corporate Agenda planning	Routine board report	
STEP up to GREAT strategic alignment*:	Great Outcomes	All
	Great Care	
	Great Place to Work	
	Part of the Community	
Board Assurance Framework considerations:	List risk number and title of risk	
Is the decision required consistent with LPT’s risk appetite:	Yes	
False and misleading information (FOMI) considerations:	None	
Positive confirmation that the content does not risk the safety of patients or the public	Confirmed	

Equality considerations:

None