



Report Cover Sheet

Report to:	Trust Board	
Date of the Meeting:	27 January 2021	
Agenda Item:	P1-018-21	
Title:	Board Assurance Framework – Quarter 3	
Report prepared by:	Angela Wendzicha	
Executive Lead:	Liz Bishop	
Status of the Report:	Public	Private
	X	

Paper previously considered by:	Risk Management Committee Audit Committee
Date & Decision:	January 2021

Purpose of the Paper/Key Points for Discussion:	<p>The Board Assurance Framework (BAF) provides a structure and process which enables the Trust to focus on those risks which may compromise achievement of our strategic objectives.</p> <p>Work has commenced on revising the BAF to align with the new 5 Year Strategy.</p> <p>The Committee will note the increased risk rating to the BAF Risk 6a.3 and the increase to BAF Risk 3.2 relating to the renewal of Experimental Cancer Medicine Centre (ECMC). In addition, BAF Risk 6a.4 has been added relating to the escalating risk relating to CPL staffing and the impact on access and delivery of medicines.</p>
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Action Required:	Discuss	X
	Approve	
	For Information/Noting	X

Next steps required	
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The paper links to the following strategic priorities (please tick)

Deliver outstanding care locally	X	Collaborative system leadership to deliver better patient care	X
Retain and develop outstanding staff	X	Be enterprising	X
Invest in research & innovation to deliver excellent patient care in the future	X	Maintain excellent quality, operational and financial performance	X

The paper relates to the following Board Assurance Framework (BAF) Risks

BAF Risk	Please Tick
1. If we do not optimise quality outcomes we will not be able to provide outstanding care	√
2. If we do not prioritise the costs of the delivering the Transforming Cancer Care Programme we will not be able to maintain our long-term financial strength and make appropriate strategic investments.	√
3. If we do not have the right infrastructure (estate, communication & engagement, information and technology) we will be unable to deliver care close to home.	√
4. If we do not have the right innovative workforce solutions including education and development, we will not have the right skills, in the right place, at the right time to deliver the outstanding care.	√
5. If we do not have an organisational culture that promotes positive staff engagement and excellent health and well-being we will not be able to retain and attract the right workforce.	√
6. If we fail to implement and optimise digital technology we will not deliver optimal patient outcomes and operational effectiveness.	√
7. If we fail to position the organisation as a credible research partner we will limit patient access to clinical trials and affect our reputation as a specialist centre delivering excellent patient care in the future.	√
8. If we do not retain system-side leadership, for example, SRO for Cancer Alliance and influence the National Cancer Policy, we will not have the right influence on the strategic direction to deliver outstanding cancer services for the population of Cheshire & Merseyside.	√
9. If we do not support and invest in entrepreneurial ideas and adapt to changes in national priorities and market conditions we will stifle innovative cancer services for the future.	√
10. If we do not continually support, lead and prioritise improved quality, operational and financial performance, we will not provide safe, efficient and effective cancer services.	√

Equality & Diversity Impact Assessment		
Are there concerns that the policy/service could have an adverse impact on:	YES	NO
Age		X
Disability		X
Gender		X
Race		X
Sexual Orientation		X
Gender Reassignment		X
Religion/Belief		X
Pregnancy and Maternity		X

If YES to one or more of the above please add further detail and identify if a full impact assessment is required.

Strategic Priority 6	Maintaining Excellent Quality, Operational and Financial Performance = Be Outstanding				Quarter 1	Quarter 2	Quarter 3	2020-21	Comments
BAF Risk	Risk Rating	Impact	Likelihood	Score					
6a.1 We do not complete the implementation of our CQC Action Plan <i>If we do not complete our CQC Action Plan then we will not</i>	Risk on Identification:	4	2	12					
	Current Risk:	4	1	8	8	4	4		CQC Action Plan compliance presented at Quality Committee Review outstanding training
	Target Risk:	4	1	4					
6a.2 We exceed the thresholds for harm free care	Risk on Identification:	4	3	12					
	Current Risk:	3	2	6	6	6	6		Incidents reported through Integrated Performance Report
	Target Risk:	2	2	4					
6a.3 If we are unable to provide a robust low energy proton service then there is risk of significant unplanned service disruption resulting in the potential for harm and reputational damage.	Risk on Identification:	4	4	16					
	Current Risk:	4	4	16	16	12	16		Delivery of service reduced due to Covid-19. Maintenance funding agreed through business case with Commissioners. Revenue position to be agreed.
	Target Risk:	4	2	8					
6a.4 If there is an escalation in the Coronavirus pandemic then CPL staff and service may be affected resulting in the inability to deliver patient care due to impact to delivery of medicines.	Risk is currently at 15 on Risk Register - full review currently taking place.								
Controls and Mitigations (what are we currently doing about this risk)		Assurances/Evidence (how do we know we are making an impact)				Gaps in Controls/Assurances (actions to achieve target risk scores)			
Monthly Integrated Governance Committee		Chair reports to Trust Board from IGC and Quality Committee				Completion of CQC Action Plan by April 2020 - Review in Quarter 4			
Monthly Quality Committee chaired by NED		Monthly Chair Reports from Quality Committee to Trust Board				Proton business case to be confirmed			
CQC Action Plan in place						Recruit Engineering Programme Manager			
Quarterly CQC Engagement meetings in place									
Board oversight of Proton business case development									
Procurement plan for hardware upgrades									
Executive Lead: DON & DOF & MD		Board or Committee:		Links to Risk Register		Review Date:			
Director of Nursing & Quality		Quality Committee		Risks 1009, 1014,1182,		Oct-20 Dec-20 Mar-21			

