



Royal Papworth Hospital
NHS Foundation Trust

Appendix 1: Board Assurance Framework

February 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 February 2025.

2. BAF Tracker Risks Above Target



BAF Tracker: Committee Update 10/02/2025

ID	Exec	Opened	Title	Trust Strategic Objectives												Status since last	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	Care	Effective	Finance	People	Sponsoring	Safe	Transform		
				May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25																								
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%	<input checked="" type="checkbox"/>	3	★					★	Q&R							★			
678	HM	11/06/2014	Waiting list management	20	20	20	20	20	20	20	20	20	20	20	↔		8	40%	<input checked="" type="checkbox"/>	8	★													★			
858	AR	01/02/2016	Optimisation and Development of EPR System -Electronic Patient Record System	12	12	12	12	12	8	8	8	8	8	↔		6	75%	<input checked="" type="checkbox"/>	6	★	★	★														★	
1021	AR	17/02/2016	Potential for major organisational disruption due to cyber breach	16	16	16	20	20	20	20	20	20	20	↔		16	80%	<input checked="" type="checkbox"/>	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	↔		9	60%	<input checked="" type="checkbox"/>	6	★		★										★					
1854	OM	27/04/2018	Unable to recruit number of staff with the required skills and experience	16	16	16	12	12	12	12	12	12	12	↔		9	75%	<input checked="" type="checkbox"/>	9	★		★				★	Workforce					★		★			
1929	OM	23/07/2018	Low levels of Staff Engagement	16	16	16	16	16	16	16	16	16	16	↔		8	50%	<input checked="" type="checkbox"/>	8	★		★										★					
2829	SH	23/02/2021	Achieving financial balance	8	8	8	8	8	8	8	8	12	12	↔		8	67%	<input checked="" type="checkbox"/>	8							★	Performance			★							
2904	SH	11/05/2021	Achieving financial balance at ICS level	12	12	12	12	16	16	16	16	16	16	↔		12	75%	<input checked="" type="checkbox"/>	12		★					★	Performance			★							
3009	SH	27/08/2021	Continuity of supply of services failure	12	12	12	12	12	12	12	12	12	12	↔		9	75%	<input checked="" type="checkbox"/>	6	★								★	Performance		★	★	★	★			
3074	SH	16/11/2021	NHS Commissioning Reforms	12	12	12	12	12	12	12	12	12	12	↔		8	67%	<input checked="" type="checkbox"/>	8		★		★			★	Performance		★	★	★	★	★	★			
3223	HM	22/07/2022	Activity recovery and productivity	16	16	16	16	16	16	16	16	16	16	↔		8	50%	<input checked="" type="checkbox"/>	4	★						★	Performance		★	★	★	★	★	★			
3261	OM	09/09/2022	Industrial Relations- Industrial Action	20	16	20	20	20	20	20	20	20	20	↔		12	60%	<input checked="" type="checkbox"/>	6	★		★				★	Performance		★	★	★	★	★				
3433	IS	08/01/2024	CT Reporting Backlog - Patient Issues	16	16	16	16	16	16	16	16	16	16	↔		6	38%	<input checked="" type="checkbox"/>	3	★		★					★	Performance	★	★			★	★			
3449	SH	21/12/2023	Risk to delivery of strategic partnership working	12	12	12	12	12	12	12	12	12	12	↔		9	75%	<input checked="" type="checkbox"/>	8	★		★														★	
3536	AR	20/06/2024	Trusts ability to recover from a digital incident			9	9	9	9	9	16	16	16	↔		6	38%	<input checked="" type="checkbox"/>	6	★		★				★	Performance							★	★		
3649	SH	13/11/2024	Failure to embed sustainability into the culture and operations of the Trust							12	12	12	12	↔		8	67%	<input checked="" type="checkbox"/>	9							★	Performance			★						★	

3. BAF Tracker Risks Below Target



BAF Tracker: Committee Update 10/02/2025

ID	Exec	Opened	Title	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Status since last	Long running Trend (full data columns AS onwards)	Target Risk Rating	% RRR achieved	Risk Target achieved	Risk	SO1	SO2	SO3	SO4	SO5	SO6	Trust Strategic Objectives	Responsible	Committee	in addition	Care	effective	finance	people	sponsiv	Safe	ansform
2985	SH	18/08/2021	Key Supplier Risk	10	10	10	10	10	10	10	10	10	10	↔	📊	10	100%	<input checked="" type="checkbox"/>	8	★						Performance			★				★			