

| | |
|----------------|-----------------------------|
| Title | Top Corporate Risks 2016/17 |
| Meeting | Board of Directors |
| Date | 29 th March 2016 |

Progress Update

At the Board of Directors end of year review on 24th February members considered the most significant corporate risks utilising the Monitor Risk Assessment framework headings of strategic, operational and financial. These were further refined at a Board workshop on 1st March and are presented below for agreement prior to developing the Corporate Plan and Board Assurance Framework for 2016/17.

Monitor's primary aim under the risk assessment framework is to show when there is a significant risk to the financial sustainability of a provider of NHS services which endangers the continuity of those services, or when there is poor governance within an NHS Foundation Trust.

Further to this the Monitor well-led framework, revised in April 2015, focuses on the key corporate responsibilities around strategy and planning, capability and culture, process and structure, and measurement and asks Trust Boards to regularly consider whether or not there is sufficient awareness of potential risks to the quality, sustainability, and delivery of current and future services.

The Trust has been delivering the following six corporate objectives in an annual plan each year from 2014/15:

1. To deliver high quality and safe services to our patients
2. To continuously improve our services
3. To ensure strong financial performance
4. To deliver excellent partnerships for the benefit of our patients
5. To be an excellent employer
6. To always listen, learn and act 'you said, we did'.

Entering a new financial year within the context of the NHS England Five Year Forward View, Sustainability and Transformation planning and the creation of South of Tyne Healthcare Group, it is timely to

review the corporate objectives to ensure they reflect the vision and direction of the organisation.

The national planning guidance sets out steps for local organisations to work together to deliver a sustainable, transformed health service over the next few years, through improvements in quality of care, wellbeing and NHS finances. As part of the planning and delivery process it is important that Board members agree and can clearly articulate the corporate risks and the process of managing these that includes alignment between service level risks, the Corporate Risk Register and Board Assurance Framework. The new Quality Strategy inclusive of a revised governance framework will detail this process for presentation at Board of Directors meeting on 25th May.

The purpose of assurance is to provide the Board with the evidence of achievement against the national regulatory systems, emerging risks and that whenever necessary an improvement plan is in place and is effective. The Board has delegated authority to Choose Safer Care Sub Committee and the financial and change management implications to Transformation and Financial Management Sub Committee, to ensure these standards are met.

It is proposed that the Board receives at each meeting a clear summary of the key areas of current corporate risk under strategic, operational and financial headings and actions being taken to manage and mitigate those risks. The Board Assurance Framework will be revised to include the top corporate risks and aligned with the agreed 2016/17 corporate objectives. The Executive team will now assess each of the eight top corporate risks, rating them individually and agreeing controls as well as the process of escalation. This will be presented to the Board of Directors at its next meeting.

Recommendation

The Board of Directors is asked to agree the top corporate risks and the process for developing the 2016/17 Board Assurance Framework.

| | |
|--|--|
| Report Author | Dr Bob Brown, Executive Director of Nursing, Allied Health Professionals and Patient Safety. |
| Executive Director/ Sponsor | Dr Bob Brown, Executive Director of Nursing, Allied Health Professionals and Patient Safety. |

| | | | | |
|--|---------------------------------|---|-------------------|---|
| Purpose of paper | Information | √ | Discussion | √ |
| | Decision | √ | Assurance | √ |
| | Specific action | | | |
| Implications | Staffing | √ | | |
| | Finance | √ | | |
| | Legal | √ | | |
| | Public engagement | √ | | |
| | Partnership | √ | | |
| | Communication | √ | | |
| | Equality & Diversity | √ | | |
| | Clinical | √ | | |
| | Patient Safety | √ | | |
| Risk assessment and mitigation (include risk register reference if appropriate) | | | | |
| Link to STFT Business Plan | | √ | | |
| Link to CQC outcomes | | √ | | |
| Link to Board Assurance Framework | | √ | | |
| Link to Corporate Risk Register | | √ | | |

Board of Directors – Top Corporate Risks 2016/17

Strategic

1. Not having a compelling and cohesive vision as a Trust and as a Group
2. Not delivering the Trust vision and transformation strategy
3. Not engaging and bringing our staff (and other stakeholders) with us on the journey

Operational

4. Not delivering the 'Getting to Good' CQC Improvement actions in the agreed timeframe
5. Not continuously improving quality, ensuring patient safety and giving people a good experience
6. Not delivering the 4hr A&E target and other key national performance targets

7. Not having the right number of people with the right values, attitude and skills to deliver our objectives

Financial

8. Not achieving financial recovery including insufficient cash flow and a resulting deterioration in our risk rating and turnaround.