

Appendix 1: Strategic Risks

- Executive Lead and Assurance Committee

Each strategic risk is owned by an Executive Lead, and reported either to an assurance committee or directly to the Board. The table below provides a summary of the current strategic risks, the associated Executive Lead and where applicable the Board assurance committee.

Reference	Risk summary	Risk rating (Impact x Likelihood)	Executive Lead(s)	Board Assurance Committee	Target Risk rating (Impact x Likelihood)
BAF1	Partnership working	4x2=8	Deputy CEO	Retained by the Board	3x2=6
BAF2	Financial performance – value and sustainability	4x4=16	Director of Finance	Performance and Finance Committee	4x2=8
BAF3	Insufficient capital resources to progress investments	4x3=12	Director of Finance	Performance and Finance Committee	4x2=8
BAF4	Quality assurance mechanisms regarding the quality and safety of patient services	4x2=8	Chief Nurse	Quality and Patient Safety Committee	4x1=4
BAF5	Workforce – recruitment and retention	4x3=12	Director of People & Organisational Development	People & Organisational Development Committee	4x2=8
BAF6	Sustainable delivery of elective performance targets	5x3=15	Director of Elective Care	Performance and Finance Committee	5x2=10
BAF6A	Sustainable delivery of emergency care performance targets	5x3=15	Deputy CEO Director of Operations and NEECS	Performance and Finance Committee	5x2=10
BAF7	Estates Development and Capital Equipment	4x3=12	Director of Estates and Facilities	Performance and Finance Committee	3x2=6
BAF8	Digital maturity and major disruptive outage	4x2=8	Director of Digital Logistics and Operations	Quality and Patient Safety Committee	2x2=4
BAF9	Transformation	4x3=12	Director of Strategy, Research & Innovation	Retained by the Board	4x2=8