

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 | 4x3=12 |
| 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 NECS | Performance and Finance Committee | 5x2=10 |
| BAF6B | Timely cancer diagnosis and treatment | 5x3=15 | Deputy CEO Director of Elective Care | Performance and Finance Committee | 3x2=6 |
| BAF7 | Estates Development and Capital Equipment | 4x4=16 | 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 |