

Attachment 1: BAF Summary

Principal Risk	Sub risks (Corporate Risk Register number)	Lead Director	Oversight Committee
Principal Objective A: Financial Strength: We will develop & deliver robust plans that generate surpluses to invest in quality			
1 Failure to deliver financial surplus resulting in trust not being a viable service provider (CO:A)	i. Inability to deliver CIP programme (CRR 19)	COO	F&P
	ii. Income loss from QIPP programmes understated (CRR 557)	FD	F&P
	iii. Failure to deliver sustainable balanced I&E and cash surplus (CRR 18)	FD	F&P
	iv. Failure to generate commercial income (CRR 558)	DBE	F&P
Principal Objective B: Patients, GPs and Commissioners: We will insist that we deliver the best service to our patients, GPs and Commissioners			
2. Unable to adapt to innovate and integrate patient pathways across health economy (CO: B)	v. Loss of patients to our competitors (CRR 559)	DBE	F&P
	vi. Lack of agreed Health Economy System Plan (CRR 413)	CEO	TB
	vii. Failure to grasp opportunities for greater integration between secondary and primary care (CRR 560)	CEO	TB
Principal Objective C: Quality and Safety : We will always provide the right care for our patients and ensure that they suffer no harm			
3. Unable to sustain improvement in delivery and culture of caring (CO: C)	viii. Failure to sustain and improve patient experience & safe systems resulting in loss of confidence by regulators, commissioners & patients (CRR 415)	DQS	Q&S
	ix. Failure to balance efficiency in use of beds with quality of patient care & effectiveness of outcomes (CRR 561)	MD	Q&S
	x. Failure to deliver benefits of reconfiguration in terms of a) capital & b) service outcomes (CRR 412)	DoT	a) F&P b) Q&S
4. Failure to achieve and deliver national and local targets (CO:C)	xi. Unable to sustain delivery of national standards for access for a) quality & b) performance (CRR 11)	DQS COO	a) Q&S b) F&P
	xii. Failure to meet goals and timescales of the transformation programme (Access) (CRR 562)	DoT	F&P
Principal Objective D: Learning and Growth: We will develop our internal processes to sustain our ability to change and improve			
5. Failure to ensure management and staff capacity and capability to deliver organisational strategy (CO:D)	xiii. Unable to improve morale and confidence of SaTH staff such that they justifiably say there is nowhere better to be a patient (CRR 423)	WD	Q&S
	xiv. Lack of capacity and capability amongst individuals and teams (CRR 416)	COO	F&P
	xv. Failure to provide adequate information set for managers to deliver agenda – finance – budget /CIP, performance (CRR 418)	FD	F&P

CRR – Corporate Risk Register entry