



**Title of Paper: Board Assurance Framework (BAF) Risk Document & Corporate Risk Register Q2 2025/26**

**For Decision**

Requires majority decision prior to implementation or action

**For Discussion**

Requires consideration and ~~debate.~~

**For Noting**

Contains information Members should be made aware

**1.0 Background**

As part of improving the Risk Management maturity of the organisation, SET is required to have a Risk Appetite Statement as part of our Board Assurance Framework (BAF).

This forms part of the Trust’s Governance Statement which states Trust Board should receive regular updates on measures being taken to address key Corporate Risks which includes defining the Trust’s risk appetite and managing risks that have the potential to threaten the Trust’s key strategic objectives namely:

- To improve the health and wellbeing of our community and to reduce health inequalities
- To provide timely access to care and support
- To provide high quality, safe and compassionate care
- To nurture a culture of compassion, where everyone is valued.

Trust Board now receives the BAF Risk Document bi-annually i.e. May and November’s meetings for approval.

**2.0 Key Issues**

There were no new risks added or closed on the Board Assurance Framework (BAF) during Q2, and no significant changes were reported in risk scores, which remain consistent with the previous quarter. From Q3 onwards, directorates will be required to provide a clear rationale for any BAF risks that have achieved their target score but remain on the register, to ensure the BAF continues to reflect only the most appropriate strategic risks.

To strengthen oversight, an assurance heatmap has been developed covering all BAF risks. This will be completed for Q3 and will provide a visual representation of assurance coverage, highlighting any gaps or overlaps and supporting improved coordination and risk-based decision-making.

On the CRR, two new risks have been added:

- Management of medical devices
- Rising volume and complexity of the prison population against a backdrop of under-commissioning

Within the Directorate Risk Registers (DRRs), a total of seven new risks were added and seven were closed in-quarter. There are currently 152 open DRR risks, spanning both strategic and operational areas.

**Trust Board are requested to approve the Risk Document & Corporate Risk Register Q2 2025/26.**

### **3.0 Resources Implications (inc Organisational, Financial, Human Resources)**

Not applicable.

### **4.0 Impact on Safety, Quality and Experience (SQE)**

A meaningful Risk Management Framework actively manages key risks to the operational delivery of healthcare services and the delivery of the Trust's strategic objectives. Failure to ensure this is in place may lead to SET being exposed to unrecognised and unmanaged risk.

This in turn may lead to patient harm, legal and/or regulatory action as well as financial impact should sanctions be imposed.

### **5.0 Key Risks and Proposals to Mitigate**

To mitigate against the impact of identified risks, SET has in place a Risk Appetite Statement to guide managers and staff in grading and managing risks across the organisation.

A Risk Appetite Statement helps mitigate risks by:

- Setting clear limits and expectations
- Guiding decisions and prioritisation
- Triggering timely action
- Supporting proportionate assurance
- Embedding risk awareness into culture and strategy

**Lead Director: Professor Stephen Kirk, Medical Director**

**Date: 25 November 2025**