

Board Meeting in Public

Monday, 18 May 2026

Title of Paper	Board Assurance Framework	Agenda No.	3.8
Nature of Paper	<input checked="" type="checkbox"/> Official <input type="checkbox"/> Official Sensitive		
Author(s)	Andrew Weal, Head of Compliance, Risk & Assurance		
Lead Executive	Helen Gillan, Director of Quality		
Non-Executive Director Sponsor	Ian Murphy		
Presenter(s) at Meeting	Helen Gillan, Director of Quality Richard Rackham, Assistant Director Governance & Resilience		
Presented for	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Update		
Is there a plan to communicate this to the organisation?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yet to be determined		
Executive Summary			
<p>The Board Assurance Framework (BAF) is the key risk management document that demonstrates the risks to delivery of the organisation's strategy and core purpose, aligning assurance to those risks enabling the Board to hold the organisation to account for its delivery. There are three Principal Risks recorded at Risk Limit. These are:</p> <ul style="list-style-type: none"> • Principal Risk P-02 (Service Disruption). The residual risk score is 16 (4x4). The primary contributory risk driving this assessment is Estates and Facilities F-07 Infrastructure Failure. A further contributory risk also falls into the risk limit – BC-05 Disruptive Events. The residual score for this risk is 15 (5x3) and is based upon the current geo-political events. • Principal Risk P-03 (Service Disruption - Loss of Critical ICT) has a residual risk score of 20 (5x4). The current position continues to be driven predominantly by contributory risk DDTS-08: Cyber Security. • Principal Risk P-04 (Donor Numbers & Diversity) moved into the Risk Limit on 7th May 2026 with the introduction of S&T-10 Donor and Session Programme affordability. This risk is scored at 16 (4x4). <p>This report contains an overview of principal risks. The link to access the Board Assurance Framework for full information is:</p> <p>Principal Risk - Board Assurance Framework - Power BI</p>			
Previously Considered by			
This is a regular report provided to both the Risk Management Committee and the Audit, Risk & Governance Committee. This was last reviewed at the 01 April 2026 RMC meeting and the 30 April 2026 ARGC.			
Recommendation			
The Board is asked to note the Board Assurance Framework.			
Risk(s)			
All risks are reflected in the BAF.			
Strategic Objective(s) this paper relates to:			
<input checked="" type="checkbox"/> Collaborate with partners <input checked="" type="checkbox"/> Invest in people and culture <input checked="" type="checkbox"/> Drive innovation <input checked="" type="checkbox"/> Modernise our operations <input checked="" type="checkbox"/> Grow and diversify our donor base			
Appendices:			

Board Performance Report

Current Position

Risk Code	Risk Title	Risk Appetite	Residual Score	Residual Risk Appetite Level	Last Assessment Date	Risk Owner
P-01	Donor & Patient Safety	Minimal	12	Judgement Zone	07/05/2026	Director of Quality & Governance
P-02	Service Disruption	Minimal	16	Risk Limit	01/05/2026	Director of Quality & Governance
P-03	Service Disruption - Loss of Critical ICT	Minimal	20	Risk Limit	13/04/2026	Chief Digital & Information Officer
P-04	Donor Numbers & Diversity	Minimal	16	Risk Limit	07/05/2026	Director Donor Experience
P-05	Finance	Open	20	Judgement Zone	15/04/2026	Chief Financial Officer
P-07	People Staffing	Cautious	12	Judgement Zone	05/05/2026	Chief People Officer
P-09	Regulatory Compliance (Primary Regulators)	Cautious	9	Tolerance Range	01/05/2026	Director of Quality & Governance
P-10	Failure to Deliver Transformational Change	Open	15	Tolerance Range	28/04/2026	Chief Financial Officer
P-11	Corporate Governance	Minimal	8	Tolerance Range	01/05/2026	Director of Quality & Governance

Target Position

Risk Code	Target Score	Target Risk Appetite Level	Target Date
P-01	8	Tolerance Range	30/09/2028
P-02	9	Judgement Zone	31/03/2027
P-03	12	Judgement Zone	30/09/2027
P-04	9	Judgement Zone	30/04/2027
P-05	8	Low Risk	30/03/2029
P-07	6	Low Risk	31/10/2026
P-09	8	Optimal Risk Score	31/07/2026
P-10	9	Low Risk	31/12/2026
P-11	2	Low Risk	30/09/2026

Risk Appetite Descriptions

Minimal - Preference for very safe business delivery options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.

Cautious - Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.

Open - Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.