



RISK, AUDIT AND PERFORMANCE COMMITTEE

Date of Meeting	27 August 2025
Report Title	Review of Board Assurance and Escalation Framework
Report Number	HSCP25.064
Lead Officer	Martin Allan
Report Author Details	<i>Name:</i> Martin Allan <i>Job Title:</i> Business, Resilience and Communications Lead <i>Email Address:</i> martin.allan3@nhs.scot
Consultation Checklist Completed	Yes
Directions Required	No
Exempt	No
Appendices	a. Board Assurance and Escalation Framework Revised 2025
Terms of Reference	10. Monitor the risk appetite and/or tolerance established by the Board Assurance Framework to ensure effective oversight and governance of ACHSCP's activities. 11. Scrutinise and Ensure the existence of, and compliance, with an appropriate risk management strategy including: reviewing risk management arrangements; receiving biannual Strategic Risk Management updates and undertaking in-depth review of a set of risks and annually review the IJB's risk appetite document with recommendations being brought to the IJB

1. Purpose of the Report



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- 1.1.** To present the annual review of the Integration Joint Board's (IJB) Board Assurance and Escalation Framework (BAEF) as part of the Risk, Audit and Performance Committee's (RAPC) annual review of the Framework.

2. Recommendations

- 2.1.** It is recommended that the Risk, Audit and Performance Committee:

- (a) Approve the revised Board Assurance and Escalation Framework (BAEF) as attached at Appendix A; and
- (b) Agree that the Framework continue to be reviewed annually by RAPC.

3. Strategic Plan Context

- 3.1.** The IJB at its meeting on 1 July 2025, approved the Aberdeen City Health and Social Care Partnership's Strategic Plan for 2025-2029. The Strategic Plan's aims are (1) to modernise our approach to service delivery and (2) to shift our focus towards prevention and early intervention, with the following enablers to help deliver the Plan: finance, data, infrastructure, workforce and technology. The Plan and the strategic risks have been aligned, with the 8 strategic risks listed in the Plan along with a narrative of how the Plan is designed to help mitigate each risk.

4. Summary of Key Information

- 4.1.** To fulfil its remit, the IJB must demonstrate an effective governance process whereby it can be assured that key risks to the achievement of integration objectives are appropriately identified, communicated and addressed.
- 4.2.** The BAEF describes the regulatory framework of the IJB to support its vision, values and principles, within which the IJB will work. Fundamental to the framework are the IJB's strategic priorities and the appetite for risk that exists across these priorities.
- 4.3.** The BAEF presents and populates a model where individuals, groups and committees, plans, reports, and reporting processes are mapped at different



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organisational levels, against two broad assurance requirements - compliance and transformation.

4.4. A key element of the assurance framework is the risk management system, whose outputs (i.e. strategic and operational risk registers, and other reports) contribute significantly to assurance on key risks to objectives. The appendices illustrate the landscape in which the IJB operate:

The committee structure and terms of reference

The risk assessment system

The risk escalation process

The clinical and care governance framework

The IJB's cycle of business.

4.5. The RAPC performs the key role of reviewing and scrutinising the effectiveness of the governance structures in place and on the quality of the assurances the Board receives.

4.6. The BAEF was formally approved by the IJB in 2016 and was last reviewed by RAPC in April 2024. The 2025 review has been undertaken, and the revised version is attached as Appendix A to this report.

4.7. The main changes to the framework are in relation to aligning it to the approved ACHSCP Strategic Plan 2025-2029. The Framework now references the vision, strategic aims, priorities and the enablers detailed in the Strategic Plan. The Framework also reflects changes made to the template for the Strategic Risk Register, aligning the language in the Register with the Framework. The Framework has also received minor housekeeping updates relating to changes to names of posts in the Senior Leadership Team.

4.8. It is proposed that the BAEF continue to be reviewed on an annual basis.

5. Implications for Committee

5.1. Equalities, Fairer Scotland and Health Inequality

There are no direct equalities, Fairer Scotland and Health Inequalities implications arising from this report, however the BAEF outlines the regulatory framework of the IJB, supporting its vision, values and principles in terms of equalities, the principles within the Fairer Scotland Duty and tackling health inequalities.



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5.2. Financial

There are no direct financial implications arising from this report.

5.3. Workforce

There are no direct workforce implications arising from this report.

5.4. Legal

There are no direct legal implications arising from this report.

5.5. Unpaid Carers

There are no direct implications relating to Unpaid Carers arising from this report.

5.6. Information Governance

There are no direct information governance implications arising from this report.

5.7. Environmental Impacts

There are no direct environmental implications arising from this report.

5.8. Sustainability

There are no direct sustainability implications arising from this report.

5.9. Other

There are no other implications arising from this report.

6. Management of Risk

The IJB's Board Assurance and Escalation Framework outlines the governance processes for the consideration and escalation of risks through the Partnership.

6.1. Identified risks(s)

All Strategic Risks.

6.2. Link to risks on strategic or operational risk register:

The development and revision of the BAEF will help to mitigate several of the risks on the IJB's Strategic Risk Register, by providing the necessary assurance and escalation processes.



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