

**Executive Summary
Report to the Board of Directors
held on 28 January 2025**

Subject	Corporate Risk Register Report
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Status	For Discussion

PURPOSE OF THE REPORT

This paper presents the Corporate Risk Register Report for review.

KEY POINTS

- The Board of Directors has recently updated its Risk Appetite Statement within which it has agreed tolerance scores for individual domains of risk. These tolerance scores define the threshold for entries onto the Corporate Risk Register Report (CRRR) the mechanism for Board oversight of the management of operational risk.
- Entries on the CRRR reflect open and validated risks on the Trust Risk Register that have a score that lies outside Risk Appetite. The report is presented alongside the Board Assurance Framework (BAF) to demonstrate a clear link between Strategic Risk reported on the BAF and Operational Risks identified and recorded at directorate level that are at or exceed the risk tolerance score.
- As of the 7 January 2025, the CRRR includes 45 open and validated risks logged on the Trust Risk Register (Datix) that meet or exceed the reporting threshold.
- The graph below shows the performance data for risks within the CRRR at the reporting date of 7 January 2025.

Strategic Risk	Risk Tolerance Score	Number of open validated risks at or above risk tolerance score	Number overdue review	Number with actions overdue for completion
SR1 Quality of Care	12	29	4	7
SR2 Operational Delivery and Recovery	15	6 [^]	3	3
SR3 Workforce	15	4 [^]	1	1
SR4 Finance	12	2	0	0
SR5 Digital	20	(1)*	0	0
SR6 Sustainable Healthcare through Partnership Working	15	2	1	0
SR7 Research and Innovation	20	0	-	-
SR8 Well-led	12	2	0	0

* Risk 3827: Risk of cyber-attack, has a current score of 15 (below the tolerance threshold for SR5 Digital) however this has been included within the CRRR as the Trust Risk Appetite Statement notes a

zero tolerance for cyber security risks.

^Risk 5145: Shortage of consultant oncologists in Specialised Cancer Services resulting in clinical delays and potential patient harm, is linked to both SR2 and SR3.

- The Risk Management Group reviews the Corporate Risk Register Report bi-weekly and all risk owners are contacted with a request to review and update risks and associated actions.
- One new reportable risk has been added to the Corporate Risk Register Report since it was last presented to the Risk Management Executive Committee - 5496: OGN will not deliver a breakeven financial position against its assigned Control Total for 2024-2025.

IMPLICATIONS

AIM OF THE STHFT CORPORATE STRATEGY		TICK AS APPROPRIATE ✓
1	Deliver the Best Clinical Outcomes	✓
2	Provide Patient Centred Services	✓
3	Employ Caring and Cared for Staff	✓
4	Spend Public Money Wisely	✓
5	Create a Sustainable Organisation	✓
6	Deliver Excellent Research, Education and Innovation	✓

RECOMMENDATIONS

. The Board of Directors is asked to:

- **NOTE** the update provided and **COMMENT** on specific points raised within the report.

Corporate Risk Register Report - All open validated risks aligned to Risk Appetite Statement as of 7 Jan 2025

Strategic Risk Alignment	Risk ID	Risk Title	Directorate	Score (current)	Score (target)	Date Opened	Next Review Date	Number of Overdue/ Open Actions
SR1 and SR5	5326	Missed Notification and Management of Time Critical and Unexpected Abnormal Results of Diagnostic Imaging	Medical Imaging and Medical Physics	16	8	16/02/2024	06/01/2025	0/6
SR1	769	Failure to safeguard patients in mental health crisis within A&E and provide care in an appropriate / safe environment	Emergency Medicine	15	10	08/12/2009	21/01/2025	0/4
SR1	458	Increased incidence of healthcare associated infection due to failure to implement or lack of adherence to IPC measures	Central Nursing	15	12	18/12/2006	31/03/2025	0/4
SR1	4560	A Retrospective Review of Diagnosis, Treatment and Outcomes of Giant Cell Arteritis	Musculoskeletal	12	6	06/01/2022	13/03/2025	1/1
SR1	5177	Ability to communicate in a way that meets patients needs under the Accessible Information Standards	Chief Operating Officer	12	6	24/05/2023	03/03/2025	0/4
SR1	4252	Delays in treating patient's who require thrombolysis treatment for stroke. Ambulance Transfers to and from the Central Campus	Neurosciences	12	8	11/02/2021	22/01/2025	0/1
SR1	5441	Disruption to the delivery of the CCDH x-ray service due to the end-of-life imaging equipment	Medical Imaging and Medical Physics	12	3	03/09/2024	31/01/2025	0/3
SR1	5438	Due to the lack of clinic and MDT capacity, dual signatory valproate risk acknowledgement forms are delayed	Neurosciences	12	8	29/08/2024	11/02/2025	0/4
SR1	5162	Failure of existing electrical busbar electrical distribution in A&E Riser (Electrical) causing loss of power to theatres 7 to 1	Estates	12	3	14/04/2023	21/03/2025	0/2

SR1	2914	Failure to maintain continuity of supply of clinical products	Finance	12	12	02/07/2018	09/10/2024	0/3
SR1	4513	Failure/Breakage of Nurse Call Systems and Handsets	Estates	12	3	25/11/2021	14/02/2025	0/2
SR1	4287	Inadequate control of exposure to Entonox - COSHH Assessment	Obstetrics, Gynaecology, Neonatology	12	6	23/07/2021	31/03/2025	2/3
SR1	4735	Inpatient falls in Intermediate Care beds (ICRB's)	Integrated Geriatric and Stroke Medicine	12	8	03/05/2022	31/01/2025	0/8
SR1	4605	Inpatient Falls within Integrated and Geriatric Stroke Medicine	Integrated Geriatric and Stroke Medicine	12	9	19/01/2022	31/12/2024	1/2
SR1	3880	Loss of Electricity to Jessop Wing Hospital due to Failure of the Low Voltage Air Circuit Breakers (ACB's) due to the Inability	Estates	12	4	01/10/2020	14/02/2025	1/3
SR1	5248	Microscope failure during emergency Neurosurgical operations leading to lack of visibility/ critical catastrophic haemorrhage	Neurosciences	12	4	14/10/2023	20/01/2025	0/1
SR1	2736	NCAPOP Falls and Fragility Fractures: National Hip Fracture Database (NHFD) 2017	Musculoskeletal	12	8	30/11/2017	01/05/2025	0/2
SR1	4427	Non-Conformance with HTM03 01 Ventilation impacting on patient care	Estates	12	8	07/10/2021	14/02/2025	0/5
SR1	5191	Patients may not receive an adequate level of care, due to noncompliance with: with best practice guidance	Neurosciences	12	6	14/06/2023	12/03/2025	0/4

SR1	5051	Patients with altered cognition who become distressed exhibiting behaviours that lead to harm to others	Integrated Geriatric and Stroke Medicine	12	9	02/11/2022	31/01/2025	0/1
SR1	5250	Potential failure of Ultrasound aspiration and handpiece system (CUSA) leading to the Neurosurgical procedure being abandoned.	Neurosciences	12	3	14/10/2023	21/01/2025	0/1
SR1	4714	Risk of patient harm if ICE results are not reviewed and / or acted on appropriately by the requesting Clinician in a timely man	**Surgical Services	12	4	13/04/2022	31/01/2025	0/1
SR1	5283	Risk of respiratory deterioration due to lack of robust supply/delivery arrangements by Medequip	Therapeutics and Palliative Care	12	8	13/12/2023	28/03/2025	0/3
SR1	5119	Risk of serious harm to patients as a result of resectoscopes / cystoscopes not being fit for purpose	Urology	12	3	11/01/2023	28/02/2025	0/2
SR1	5321	SYBP- Down time of autoclaves leading to being unable to process infectious waste or prepare media at NGH Site	Laboratories / SYB Pathology	12	4	08/02/2024	31/03/2025	0/1
SR1	5255	SYBP- Lack of mortuary capacity due to refrigeration failure at STH site	Laboratories / SYB Pathology	12	4	20/10/2023	31/03/2025	0/1
SR1	4881	The risk that the Trust will fail to improve on identifying, escalating and acting on deterioration in patients.	Quality Governance Department	12	8	18/07/2022	20/11/2025	1/11
SR1	5264	Unable to retrieve diagnosis from specimen following surgery due to degraded/lost specimen.	Anaesthetics and Operating Services	12	8	07/11/2023	05/02/2025	1/1
SR1	1222	Under-delivery of planned maintenance and refurbishment of Clinical areas (BLM)	Estates	12	8	05/12/2013	14/02/2025	1/4

SR2	1180	A&E Capacity due to increased bed waits for inpatient care	Emergency Medicine	25	15	14/05/2013	10/01/2025	0/0
SR2	2298	Failure to meet national Cancer Wait Time targets resulting in patient harm	Strategy & Planning	20	8	14/12/2015	31/12/2024	0/2
SR2	5286	Patients referred to Dermatology on cancer pathway delayed resulting in potential harm	Clinical Infection, Immunology and Dermatology	15	5	19/12/2023	13/01/2025	1/5
SR2	5145	Shortage of Consultant Oncologists in Specialised Cancer Services resulting in clinical delays and potential patient harm.	Oncology	20	4	03/03/2023	30/11/2024	6/6
SR2	5378	Staff shortage in Maternity Ultrasound scanning resulting in suboptimal patient care	Obstetrics, Gynaecology, Neonatology	16	8	22/04/2024	31/01/2025	0/1
SR2	5403	Workforce shortages in the Breast service is resulting in clinical delays and potential patient harm	Oncology	20	4	18/06/2024	30/11/2024	3/5
SR3	5254	Limited AHP and Psychology interventions impacting patient care in Critical Care	Therapeutics and Palliative Care	15	6	20/10/2023	03/02/2025	0/1
SR3	5145	Shortage of Consultant Oncologists in Specialised Cancer Services resulting in clinical delays and potential patient harm.	Oncology	20	4	03/03/2023	30/11/2024	5/6
SR3	800	Staff exposure to violent and aggressive incidents in the AEM affecting their physical and mental wellbeing	Emergency Medicine	15	6	05/05/2010	21/01/2025	0/3
SR3	3200	Staff Shortages across Ultrasound Services leading to patient delays, delayed diagnosis, and treatment	Medical Imaging and Medical Physics	16	8	25/04/2019	07/02/2025	0/3

SR4	5449	MIMP will not deliver a breakeven financial position against its assigned Control Total for 2024-2025	Medical Imaging and Medical Physics	16	12	25/09/2024	20/01/2025	0/2
NEW SR4	5496	OGN will not deliver against its assigned Financial Control Total for 2024-2025	Obstetrics, Gynaecology, Neonatology	12	6	25/11/2024	31/03/2025	0/4
SR6	5360	SYBP- Failure to meet turnaround times and cancer targets due to a lack of consultant histopathologists across SYBP	Laboratories / SYB Pathology	16	4	04/04/2024	31/12/2024	0/5
SR6	5368	SYBP- Threat to key Paediatric and Adult Mortuary Services due to inability to recruit to qualified APT staff at all sites	Laboratories / SYB Pathology	16	4	05/04/2024	31/03/2025	0/4
SR8	5141	Lack of robust arrangements for managing Trust policies/guidelines means staff unable to access up to date standards/principles	Chief Executive Office	16	8	31/01/2023	14/04/2025	0/2
SR8	5325	Ineffective document control systems and processes fail to provide quality assurance	Medical Imaging and Medical Physics	12	9	15/02/2024	31/01/2025	0/1

Strategic Risk Key

		Risk Tolerance Score		Risk Tolerance Score	
SR1	Quality of Care	12	SR5	Digital	20
SR2	Operational Delivery and Recovery	15	SR6	Sustainable healthcare through partnership working	15
SR3	Workforce	15	SR7	Research and Innovation	20
SR4	Finance	12	SR8	Well-led	12

Note: NEW denotes all risks that have been added to the Corporate Risk Register Report since 31 October 2024