

Public Trust Board – 26 October 2021

Organisational Risk Register

The Organisational Risk Register (ORR) contains strategic risks that may prevent us from achieving our objectives. It is presented as part of a continuing risk review process.

Purpose of the report

This report provides assurance that risk is being managed effectively.

Analysis of the issue

A refresh of the organisational risk register and the Trust's risk appetite has been scheduled for 22 October 2021 in line with the draft Step Up to Great strategy refresh; this will incorporate horizon scanning for new risk.

The presentation of the ORR for this month has been maintained on the current risk profile as at 18 October 2021.

Overall there are 19 risks on the ORR.

- Risks 8 (transformation for people with LD and/or autism) and 52 (student placement capacity) were closed by the level 1 committees in September 2021
- Each risk has been reviewed and updated this month, there are no changes to current risk scores.

Summary list of risks and scores October 2021

There continue to be seven risks with a high current score (15+).

No.	Title	SU2G	Initial risk	Current risk	Residual Risk	Target (Appetite)
1	The Trust's clinical systems and processes may not consistently deliver harm free care.	High Standards	16	12	8	8
2	The Trust's safeguarding systems do not fully safeguard patients and support frontline staff and services.	High Standards	12	12	8	8
3	The Trust does not learn from incidents and events and does not effectively share that learning across the whole organisation.	High Standards	15	12	8	8
4	Services are unable to meet safe staffing requirements	High Standards	12	16	12	8
5	Capacity and capability to deliver regulator standards	High Standards	12	12	8	8
9	Inability to maintain the level of cleanliness required within the Hygiene Standards	Environment / High Standards	12	12	8	8
10	Failure to implement planned and reactive maintenance of the estate leading to an unacceptable environment for patients to be treated in	Environment	16	16	12	12
11	The current estate configuration does not allow for the delivery of high quality healthcare	Environment	20	12	8	8
20	Performance management framework is not fit for purpose	Well Governed	20	8	4	4
24	Failure to deliver workforce equality, diversity and inclusion	Equality, Leadership, Culture	12	12	9	9
25	Staff do not fully engage and embrace the Trusts culture and collective leadership	Equality, Leadership and Culture	16	8	8	4
26	Insufficient staffing levels to meet capacity and demand and provide quality services	Equality, Leadership and Culture	16	16	12	12
27	The health and well-being of our staff is not maintained and improved	Equality, Leadership and Culture	9	9	6	6
28	Delayed access to assessment and treatment impacts on patient safety and outcomes	Access to Services	16	16	8	8

35	The quality and availability of data reporting is not sufficiently mature to inform quality decision making	Well Governed	16	16	12	12
40	The ability of the Trust to deliver high quality care may be affected during a Coronavirus COVID-19 pandemic	High Standards	20	10	10	10
54	We are unable to deliver the LPT 2021/22 financial plan, LPT operational plans or LLR system plans.	Well Governed	15	15	10	6
55	The Leicester/Leicestershire / Rutland system does not deliver the transformation needed to deliver a successful ICS	Well Governed	8	8	6	6
56	Delivery of service recovery and workforce restoration will not safeguard the health and wellbeing of our staff and service users	High Standards	15	15	10	10

Summary trend of risk scores for all live risks (rolling year) as at 18 October 2021

ORR	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
1	16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 12 ↓	12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔										
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4	12 ↔ 12 ↔ 16 ↑	16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔										
5	12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔	12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔										
8	16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 12 ↓	12 ↔ 12 ↔ 8 ↓										
9	8 ↔ 8 ↔ 8 ↔ 12 ↑	12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔										
10	16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔	16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔										
11	16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 12 ↓	12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔										
20	8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔	8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔										
24	12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔	12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔ 12 ↔										
25	8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔	8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔ 8 ↔										
26	16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔	16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔										
27	9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔	9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔ 9 ↔										
28	16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔	16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔										
35	12 ↔ 12 ↔ 12 ↔ 16 ↑	16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔ 16 ↔										
40	15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 10 ↓	10 ↔ 10 ↔ 10 ↔ 10 ↔ 10 ↔ 10 ↔ 10 ↔ 10 ↔										
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54		15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔										
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56			15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔ 15 ↔									

Proposal

- On-going business rhythm of monthly ORR review and maintenance
- To continue to horizon scan

Decision required

- To confirm a level of assurance over the management of strategic risk on the ORR.

Governance table

For Board and Board Committees:	Trust Board 26 October 2021	
Paper sponsored by:	Chris Oakes, Director of Governance and Risk	
Paper authored by:	Kate Dyer, Deputy Director of Governance and Risk	
Date submitted:	18 October 2021	
State which Board Committee or other forum within the Trust's governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):	Regular ORR reports to level 1 Committees and the Trust Board. This October 2021 version has not been to any other forum.	
If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:		
State whether this is a 'one off' report or, if not, when an update report will be provided for the purposes of corporate Agenda planning	Each meeting	
STEP up to GREAT strategic alignment*:	High Standards	Yes
	Transformation	Yes
	Environments	Yes
	Patient Involvement	Yes
	Well Governed	Yes
	Single Patient Record	Yes

	Equality, Leadership, Culture	Yes
	Access to Services	Yes
	Trust wide Quality Improvement	Yes
Organisational Risk Register considerations:	List risk number and title of risk	Yes
Is the decision required consistent with LPT's risk appetite:	Yes	
False and misleading information (FOMI) considerations:	None	
Positive confirmation that the content does not risk the safety of patients or the public	Confirmed	
Equality considerations:	None	