

**Corporate Risk Register
January 2022**

ID	Directorate	Location (exact)	Opened	Source of Risk	Rating (initial)	Description	Likelihood (current)	Consequence Rating (current)	Actions	Action Due date	Action Done date	Action Lead	Source of Review	Review date	Rating (Target)	Assurance Framework link (AF Risk Ref)	Assurance Committee	Executive Lead	Risk Owner	Date Escalated to Corporate Risk
6836	Women and Newborn Division	Neonatal Unit	24/02/2021	Directorate risk assessment	12	There is a risk that the re-designation of the neonatal intensive care unit will result in restricted access to neonatal intensive care for women in Wiltshire with the resulting impact on quality and safety.	Will probably recur, but is not a persistent issue	None 5	Service review to ensure patient safety following re-designation.	30/11/2021	01/09/2021	Ashton, Nicky	Trust Board	31/03/2022	2	Care	Trust Board (Corporate Risk Register)	Medical Director	Kingston, Miss Abigail	24/02/2021
									Finance review of re-designation NICU. To include 3 scenarios. 27 week's, 32 week and 34 weeks gestation To include income related to births.	30/09/2021	28/09/2021	Ashton, Nicky								
									Review of impact to clinical income to the organisation if redesignation process proceeds with the CFO	21/01/2022		Boyd, Hannah								
6857	Finance and Procurement	Trustwide	12/03/2021	Financial management	6	There is a risk that weaknesses in controls give rise to an opportunity for fraud, in turn meaning the Trust incurs financial losses.	May recur occasionally	Minor 6	continue programme of fraud awareness and prevention with Counter Fraud team	31/03/2022		Thomas, Lisa	Departmental Team meeting	29/04/2022	6	Resources	Trust Board (Corporate Risk Register)	Director of Finance	Thomas, Lisa	12/03/2021
6043	Finance and Procurement	Trustwide	25/10/2019	Trusts Objectives	12	The lack of a national clear model for small rural DGH services places future strategic planning uncertain at SFT. The funding regime and clinical models of care as advocated by royal college guidelines are built around average Trusts. SFT is more geographically challenged and smaller than an average DGH which in turn places its future as an independent Trust at risk which could limit and damage service provision to the local population.	Will probably recur, but is not a persistent issue	Minor 8	Nuffield Trust are visiting SFT in January 2020 to assess and offer help on development of the South Wiltshire Urgent Care Model.	28/02/2020	18/02/2020	Hyett, Andy	Trust Board	31/03/2022	6	Resources	Trust Board (Corporate Risk Register)	Director of Finance	Thomas, Lisa	25/10/2019
									Development of system plans for sustainability of NHS elective care	31/03/2020	24/05/2020	Humphrey, Kieran								
									Trust part of BSW drivers of the deficit work to ascertain the financial issues in BSW, of which size and geography will be identified.	31/07/2020	26/08/2020	Thomas, Lisa								
									work with BSW to develop Financial sustainability plan for BSW to be agreed by March 2021	29/10/2021	12/07/2021	Thomas, Lisa								
									once the guidance is published with regards to the new Consultation on integrated care and provider collaboration, develop action plan accordingly	30/09/2021	12/10/2021	Thomas, Lisa								

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									In line with 2022/23 planning guidance ascertain financial gap and subsequent transformation plan for SFT and BSW	31/03/2022		Thomas, Lisa								
6954	Trustwide	Trustwide	22/06/2021	Union Activity	8	As a result of the National Pay Award for nurses not being accepted by the Royal College of Nursing, there is a risk of industrial action by members of the RCN. This could result in staffing shortages or staff working to rule.	Do not expect it to happen again but it is possible	Major 8	Active monitoring of National Outcomes.	01/10/2021	13/12/2021	Dyos, Judy	Trust Board	31/03/2022	4	People (Care)	Trust Board (Corporate Risk Register)	Director of Nursing	Dyos, Judy	22/06/2021
									Active monitoring of National outcomes.	31/03/2022		Dyos, Judy								
6143	Quality Directorate	Trustwide	20/12/2019	Trustwide risk assessment	16	Risk that inadequate medical staffing in the organisation (due to insufficient budgeted workforce and/or failure to recruit and retain staff) will impact on the ability of the Trust to maintain safe and effective services across 7 days.	May recur occasionally	Moderate 9	Weekend safety and effectiveness action plan reported to Board on a quarterly basis.	01/04/2020	28/04/2020	Blanshard, Dr Christine (Inactive User)								
									Report containing triangulation of all relevant information and associated action plan to be submitted to Clinical Governance Committee.	30/06/2020	07/07/2020	Blanshard, Dr Christine (Inactive User)								
									Reinstate the weekend working Task and Finish Group.	31/03/2021	24/02/2021	Collins, Peter								
									The work reviewing the weekend working arrangements to be carried out as part of the Medical Division workforce review and overseen by new Medical workforce group.	28/02/2022		Henderson, Dr Stuart	Trust Board	28/02/2022	6	Care	Trust Board (Corporate Risk Register)	Medical Director	Collins, Peter	02/01/2020
									Physicians Associates training programme to be commenced.	01/09/2021	31/08/2021	Murray, Dr Duncan								
									Medical e-roster business case to be refreshed by Medical Director and reconsidered by TIG and TMC.	29/10/2021	20/12/2021	Collins, Peter								

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									Medical Workforce recruitment and retention strategy to be developed through Medical Workforce Group.	31/03/2022		Collins, Peter									
5955	Finance and Procurement	Trustwide	13/08/2019	Trustwide risk assessment	15	Insufficiently robust management control procedures across the organisation which pose a financial, reputational, legal and operational/clinical risk.		May recur occasionally Moderate 9	Reviewing Trust wide risk training, aiming to roll out programme to all middle managers	31/03/2020	17/06/2020	Thomas, Lisa	Trust Board	31/03/2022	9		Resources	Board (Corporate Risk Register)	Director of Finance	Thomas, Lisa	13/08/2019
									Process mapping underway for business critical controls	31/12/2019	16/12/2019	Thomas, Lisa									
									Trust identifying additional procurement training for those areas of non compliance across the organisation. New process targeting individuals starts in November 2019.	29/03/2020	17/06/2020	Willoughby, Kelly									
									Trust developed draft risk training specification for additional support for directorates- view to tender and award before December 2019.	31/12/2020	07/01/2021	Thomas, Lisa									
									Introduce a monthly informatics department management committee that feeds into monthly executive performance reviews	31/10/2019	18/10/2019	Burwell, Jonathan									
									Approval of IT General Controls plan at Informatics DMC and ratify at exec performance review	31/01/2020	02/03/2020	Scott, Andy									
									Approach to testing of backups agreed	20/03/2020	02/03/2020	Cowling, Andrew (Inactive User)									
									All IT system contracts reviewed with IAA and IAO confirmed and delivery of duties being monitored	31/12/2020	15/12/2020	Burwell, Jonathan									

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									Full review of informatics standard operating procedures including putting in place monitoring processes	31/03/2022		Scott, Andy					Trust			
									Full implementation of IT general controls framework	31/12/2021	12/03/2021	Scott, Andy								
									Complete a stocktake of all IT operational infrastructure	31/01/2020	02/03/2020	Burwell, Jonathan								
									Implement a robust asset management system	30/10/2020	01/07/2020	Burwell, Jonathan								
									Implement a centralised rolling replacement programme for computers, laptops and iPads	01/04/2020	28/04/2020	Burwell, Jonathan								
									Complete review of IT security policies	30/10/2021	09/12/2021	Burwell, Jonathan								
									Review of existing storage locations of Informatics SOPs to centralise and improve searchability though using modern software such as CITO or Sharepoint	31/08/2021	16/08/2021	Burwell, Jonathan								
6858	Finance and Procurement	Trustwide	12/03/2021	Trusts Objectives	9	There is a risk as new guidance and models of working emerge the immaturity of partnerships between SFT and wider BSW organisations will impact on progress to achieve key objectives.	May recur occasionally	Moderate 9	Executive team participate in Place based leadership development within the ICS to help shape collaborative arrangements. workshop 13th July	31/08/2021	12/10/2021	Thomas, Lisa	Trust Board	31/03/2022	6		Trust Board (Corporate Risk Register)	Director of Finance	Thomas, Lisa	12/03/2021
									Trust developing committee in common with Acute Alliance - progress towards provider collaborative in line with national guidance	31/12/2021	11/01/2022	Thomas, Lisa								

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6570	Quality Directorate	Trustwide	15/07/2020	COVID-19/Coronavirus	12	As a result of the fact that the highly contagious Covid variant is still circulating within the community, there is a risk that an outbreak of COVID-19 could occur within the Trust either for staff and/or patients. This may result in patient and/or staff sickness and potential mortality.	May recur occasionally	Moderate 9	COVID positive cohort wards to have daily COVID-19 inspections on PWA, all other wards weekly to be implemented by HoN and Matrons.	29/01/2021	22/01/2021	Major, Denise	Infection Prevention and Control Committee	25/02/2022	6	Care	Trust Board (Corporate Risk Register)	Director of Nursing	Major, Denise	15/01/2021
									The IT support for data to support swabbing dates being more easily accessed.	16/06/2021	05/05/2021	Burwell, Jonathan								
									Outbreak review to be undertaken and SII to be completed.	30/09/2021	01/09/2021	Major, Denise								
									SIR of all patient that died of Covid to be undertaken and report completed.	30/09/2021	17/01/2022	Cornforth, Dr Belinda								
6825	Trustwide	Trustwide	11/02/2021	Service Delivery Plan, Specialty Risk assessment, Trusts Objectives	15	The scale of and demand for certain Specialist or Sub-Specialty services provided at SFT are not compatible with long-term sustainability. This confers a risk that patients will not have access to either a quality service or a local service.	Do not expect it to happen again but it is possible	Catastrophic 10	Oncology: Develop additional joint working and new posts.	31/10/2021	20/12/2021	Barrett, Mrs Jessica	Trust Board	28/02/2022	8	Specialist Services	Trust Board (Corporate Risk Register)	Medical Director	Collins, Peter	11/02/2021
									Refresh of current clinical strategy to reflect response to the NHS long term plan, formation of the BSW ICS and strengthening of specialist service operational delivery networks(ODNs).	30/09/2021	20/12/2021	Collins, Peter								
									Working within BSW AHA to develop unified clinical strategy for small services (Peter /Kieran - review June 22 as longer piece of work)	03/06/2022		Collins, Peter								
									Developing provider alliances to support shared services outwith BSW (review action in 6 months)	03/06/2022		Collins, Peter								
									02/10/18 IT Technical group on 8/10/18 to discuss what Anti virus software should be purchased	10/10/2018	14/12/2018	Noble, Bob (Inactive User)								
									Technical Group made decision to extend current product. Quotes being obtained for 1, 2 and 3 year extension.	28/02/2019	20/02/2019	Noble, Bob (Inactive User)								

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5360	Transformation & IM&T	Information Technology	28/02/2018	Data Protection	15	Risk of a cyber or ransomware attack, resulting in the potential loss of IT systems, compromised patient care and financial loss.	Do not expect it to happen again but it is possible	Catastrophic 10	Review of practicalities of getting ransomware with financial controller. Development of Cyber Essentials plus plan to support achievement of the standard by 2021 Review of options for SIEM automated logging and impact of this on resource Business case to TMC for agreement of option, associated resources an risk management Windows 10 migration complete Cyber essentials plus accreditation achieved Completion of outstanding penetration test actions prior to moving into cyber essentials plus plan Implementation of SIEM solution with regional leads ATP to be installed on Servers	24/07/2019 17/01/2020 31/03/2020 18/03/2020 28/01/2022 30/06/2021 28/02/2020 30/06/2020 31/12/2020	09/09/2019 03/02/2020 28/04/2020 28/04/2020 09/07/2021 17/03/2020 10/07/2020 08/01/2021	Burwell, Jonathan Carman, Mr Stephen Carman, Mr Stephen Carman, Mr Stephen Arnold, Jon Carman, Mr Stephen Burwell, Jonathan Carman, Mr Stephen Gibson, Richard	Information Governance Steering Group	21/02/2022	6	Resources	Trust Board (Corporate Risk Register)	Director of Finance	Thomas, Lisa	11/02/2020

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									External CORS review to be undertake to support progress review	31/01/2021	24/02/2021	Burwell, Jonathan								
									Test implementation of IT Health Assurance Dashboard	31/05/2021	09/07/2021	Burwell, Jonathan								
									Review of proposed actions outlined by NHSD cyber team and CORS assessment to develop a 2021/22 updated cyber plan.	30/07/2021	12/10/2021	Gibson, Richard								
									Implementation of offline backup storage	21/12/2021	12/01/2022	Gibson, Richard								
									Completion of KPI report for Cyber	17/09/2021	12/10/2021	Badham, Gareth								
									Completion Log4j Critical Care CERT mitigations that are currently available	31/01/2022		Gibson, Richard								
7081		Trustwide	15/10/2021	Trustwide risk assessment	10	The Trust identifies vacant roles which are defined as hard to recruit (the post has been vacant for more than 6 months with an attempt to recruit on more than one occasion). This list is maintained and updated with input from the Divisions, Business Partners and Head of Resourcing on a monthly basis. Impact of not being able to recruit to roles identified as hard to recruit is that there becomes a reliance on covering the vacancy with costly Agency/Locums and/or outsourcing and/or discontinue services. Risk of impact on services.	Will undoubtedly recur, possibly frequently	Minor 10	To improve the Trust approach to candidate attraction and selection	31/03/2022		Holt, Sharon	Departmental Team meeting	31/03/2022	8	People	Trust Board (Corporate Risk Register)	Director of Organisational Development and People	Wilkinson, Claire	
									To increase the reach of vacancy promotion, number and calibre of candidates for each role	31/03/2022		Holt, Sharon								
7078		Trust Offices	12/10/2021	Trusts Objectives	12	As a result of competing priorities and deliverables there is a risk of slippage of the Improving Together work programme deadlines	Will probably recur, but is not a persistent issue	Moderate 9	Use of existing PMB groups to address issues on A3 content	22/11/2021	14/01/2022	Cox, Emma	Executive Director Meeting	28/02/2022	6	People	Trust Board (Corporate Risk Register)	Director of Transformation	Provins, Esther	13/10/2021
									SRO leads to prioritise the work and engage with specific task and finish groups	30/11/2021	14/01/2022	Cox, Emma								

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									Development of an IT improvement plan which includes staffing, communications, infrastructure, governance and any outstanding pen test/audit actions.	22/11/2019	11/12/2019	Provins, Esther								
									Set up monthly executive performance reviews.	30/09/2019	31/10/2019	Provins, Esther								
									Completion of internal audit action plans and penetration test action plans.	31/12/2019	02/03/2020	Burwell, Jonathan								
									To complete the review and proposal for improving our capacity to do business change.	30/06/2020	18/06/2020	Provins, Esther								
									Agree long term direction of the EPR and short/medium term investment.	15/07/2020	19/08/2020	Burwell, Jonathan								
									Develop, agree and implement a new range of informatics service standards	19/05/2020	19/06/2020	Burwell, Jonathan								
									Conclude work to agree and commence implementation of a robust and fit for purpose service delivery model	29/03/2020	28/04/2020	Burwell, Jonathan								
									Develop and implement a communications and engagement plan aligned to digital strategy	15/01/2020	02/03/2020	Burwell, Jonathan								
									Evolve current change management approach, ensuring it is comprehensive, clinically led	31/01/2020	02/03/2020	Burwell, Jonathan								

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5970	Transformation & IM&T	Trustwide	23/08/2019	Trusts Objectives	16	Lack of capability and capacity to deliver the digital strategy, resulting in poor quality services, reputational damage and inability to attract and retain high quality staff.	May recur occasionally	Major 12	Implement an Informatics team development programme Strengthen clinical leadership in informatics by reaffirming priorities for CCIOs and appointing to CNIO roles Embed information analysts into directorate management teams Informatics staff to undertake relevant customer service training Work with BSW to agree a shared EPR approach. Recruitment of Lead Information Business Partner Consider further resource requirements to strengthen strategic Informatics leadership. Recruitment of Joint Chief Digital Officer. Communication and engagement plan to Clinical Governance Committee for assurance	30/06/2020	01/08/2020	Burwell, Jonathan	Finance and Performance Com	31/03/2022	9	Innovation	Finance Committee, Trust Board (Corpor	Director of Finance	Thomas, Lisa	23/08/2019

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									Development of FBC for Shared EPR	30/11/2022		Burwell, Jon								
									Review of role and purpose of Innovation Committee; develop a clear approach for innovation	13/12/2019	21/02/2020	Provins, Esther								
									Introduce a Dragon's Den event to inspire, promote and reward innovation	30/07/2020	19/08/2020	Provins, Esther								
									Develop a comms and engagement plan to promote innovation, linked to QI and continuous improvement	31/12/2019	11/12/2019	Provins, Esther								
									Review effectiveness of Quality Improvement plan.	01/06/2020	19/08/2020	Provins, Esther								
									Implement Quality Improvement plan (see also risk 6138).	31/03/2021	22/06/2021	Provins, Esther								
									Finalising procurement of external support to develop a QI coach network.	31/10/2019	06/11/2019	Provins, Esther								
									Develop a business case and procurement approach for an OD/Trust transformation intervention jointly with GWH.	31/03/2021	20/04/2021	Provins, Esther								
									Strengthen capability and capacity of theatres operational staff; review benefits of this and whether it has mitigated the current risk	28/08/2020	03/09/2020	Hyett, Andy								

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5772	IM&T	Trust	23/08	Trust Objectives	Red	to timely manner. This may result in poor quality services, reputational damage, financial impact, ineffectiveness, an inability to attract and retain high quality staff and non-delivery of strategic and or corporate priorities.	Will probably recur, but	Mod	<p>Escalate discussions with system partners regarding levels of DT0Cs. *Action covered by Corporate Risk 5751. Please see risk 5751*</p> <p>Provide increased oversight of flow programme and links to Trust KPIs, in particular length of stay, as per GIRFT data pack received 10/12/19</p> <p>Review workforce transformation programme progress for 19/20 and provide support to develop the programme for 20/21</p> <p>Undertake a CIP assurance exercise for 19/20</p>	31/12/2019	04/03/2020	Hyett, Andy	Trust	31/12	Blue	Innovation	Clinical Governance Committee, Trust Board (Director of Tr	Wood	23/08

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									Delivery of Best Place to Work programme.	31/03/2021	22/06/2021	Whitfield, Melanie								
									Delivery of phase 1 of NHS Improvement Cultural Leadership Programme.	31/07/2020	18/08/2020	Whitfield, Melanie								
									Delivery of 20/21 Transformation Priorities.	31/03/2022		Provins, Esther								
									Development of the Operational Excellence Workplan.	31/12/2021	11/01/2022	Provins, Esther								
									Delivery of Phase 3 action plan.	31/01/2021	05/03/2021	Hyett, Andy								
									Short term pay incentives for Theatre staff.	01/11/2020	05/01/2021	Dyos, Judy								
									Managing Estates priorities and risk mitigation.	01/04/2021	29/04/2021	Hyett, Andy								
									Preparation of Recovery Plan for cancer breast tumour sites, diagnostics and patients waiting over a year.	30/06/2021	28/06/2021	Hyett, Andy								
									Recovery trajectories for all specialties to be completed by the end of May.	31/05/2021	28/06/2021	Hyett, Andy								

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6654	Operations Directorate	Trustwide	02/09/2020	COVID-19/Coronavirus, National guidance	15	The impact on service delivery as a result of Covid 19 and associated staffing shortages impacting on the ability of the Trust to recover activity to pre-Covid Levels. The consequence of not achieving this would be delay to treatments, impact to quality of care and impact on performance. Specific concern relates to echocardiogram waiting list, long waiting elective procedures and cancer diagnostics. (Risk merged with risk 6782).	Will probably recur, but is not a persistent issue	Moderate 12	<p>Service recovery plans should include the non-statutory waiting times.</p> <p>Increase outsourcing to external providers.</p> <p>Develop strategy for recruitment and retention of nursing workforce.</p> <p>Continue to increase insourcing.</p> <p>Set up long line agency request to mitigate staffing gap.</p> <p>Decrease IPC restrictions in line with Government guidelines and local prevalence</p> <p>Procure more theatre equipment to allow increased activity and flexibility</p> <p>Align all data sources</p> <p>Organisation development team to work with theatres to develop improved culture within theatres</p>	<p>30/06/2021</p> <p>09/07/2021</p> <p>31/10/2021 31/03/2022</p> <p>30/07/2021</p> <p>30/07/2021</p> <p>29/10/2021</p> <p>30/11/2021</p> <p>30/11/2021</p> <p>31/03/2022</p>	<p>28/06/2021</p> <p>08/10/2021</p> <p></p> <p>13/09/2021</p> <p>13/09/2021</p> <p>13/12/2021</p> <p>30/12/2021</p> <p>30/12/2021</p> <p></p>	<p>Hyett, Andy</p> <p>Hyett, Andy</p> <p>Holt, Sharon</p> <p>Vandyken, Mrs Ali</p> <p>Vandyken, Mrs Ali</p> <p>Dyos, Judy</p> <p>Cripps, Mandy</p> <p>Hyett, Andy</p> <p>Scrase, Jean</p>	Trust Board	31/03/2022	8	Local Services (Care, People)	Trust Board (Corporate Risk Register)	Chief Operating Officer	Hyett, Andy	02/09/2020

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6855	Finance and Procurement	Trustwide	12/03/2021	Trusts Objectives	12	The Financial regime for 2021/22 is uncertain, Covid 19 has meant a delay to the planning guidance and suspension to the existing regime. This places significant uncertainty on the ability to develop a financial plan to support the Trust delivering its objectives for 2021/22. there is a risk that cash flow is challenged during the year resulting in the Trust having to take emergency measures.	May recur occasionally	Major	Trust to issue interim budget in April 2021 in absence of financial guidance	30/04/2021	11/05/2021	Thomas, Lisa	Finance and Performance Committee	31/03/2022	8	Resources	Finance Committee, Trust Board (Corporate Risk Register)	Director of Finance	Thomas, Lisa	12/03/2021
									Review all Covid spend - ensuring in line with national guidance Covid investment reduces over the first 6 months of the year.	30/04/2021	30/04/2021	Thomas, Lisa								
									Develop financial plan for H2 following guidance, briefing from NHSI expected 3% CIP, more guidance to follow on SFT final envelope.	29/10/2021	11/01/2022	Thomas, Lisa								
									Ongoing recruitment drive.	30/09/2019	25/04/2019	Clarke, Lisa								
									Continual clinical prioritisation to ensure that high risk areas are covered.	01/04/2019	17/04/2019	Clarke, Lisa								
									Continuing insourcing of private provider to endoscopy.	30/06/2019	25/04/2019	Vandyken, Mrs Ali								
									Quantification and mitigation of the risk to bowel scope.	01/04/2019	17/04/2019	Vandyken, Mrs Ali								
									Tender for elements of the Gastroenterology service.	01/04/2019	17/04/2019	Stagg, Andrew								
									Monthly update to F&P Committee and CGC.	10/05/2019	25/04/2019	Hyett, Andy								

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5704	Surgery	Trustwide	31/01/2019	Directorate risk assessment	16	A risk that the current lack of substantive Gastroenterology medical and nursing workforce will impact on the ability of the service to deliver sustainable comprehensive safe and effective care to patients.	Will undoubtedly recur, possibly frequently	Moderate 15	<p>Presentation of gastro strategy to Finance and Performance Committee.</p> <p>Put together a workshop with CDs and Clinical Leads to discuss options for service provision.</p> <p>Continue conversations and meetings with alternative NHS providers for likely future joint partnership for delivery of service</p> <p>Medical Director to link with other STP partners around system wide solution.</p> <p>Case for change to develop a GI unit to be completed</p> <p>New GI unit to be launched on 1st April</p> <p>To recruit medical and nursing staff for the GI Unit.</p> <p>Confirm Southampton will be able to take over full responsibility for the GI Bleed out of hours service.</p> <p>Secure support for existing junior doctors</p>	31/05/2019	12/06/2019	Hyett, Andy	Intensive Support Meeting	28/02/2022	8	Local Services (Care, People)	Trust Board (Corporate Risk Register)	Medical Director	Collins, Peter	31/01/2019

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									Ongoing regular review of workforce strategy in GI unit	01/12/2021	20/12/2021	East, Rachael								
									Recruitment to Nutrition Service Vacancy required.	31/01/2022		East, Rachael								
									Winter director managing Trustwide ECIST actions.	01/05/2019	12/06/2019	Hyett, Andy								
									Winter Director coordinating trajectory for delivery of DTOC target.	01/05/2019	12/06/2019	Hyett, Andy								
									Trust actions being led by COO and Medicine CD and managed through weekly delivery meeting and monthly PMB.	01/05/2019	12/06/2019	Hyett, Andy								
									Weekly expert panel meeting to challenge discharge pathways chaired by CCG director of quality.	01/05/2019	12/06/2019	Hyett, Andy								
									Trust implementing discharge PTL	01/07/2019	04/09/2019	Hyett, Andy								
									Escalation to EDLDB non delivery of trajectory	01/07/2019	04/09/2019	Hyett, Andy								
									Mitigation actions being prepared to mitigate lack of capacity in the community.	01/08/2019	04/09/2019	Hyett, Andy								

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5751	Operations Directorate	Discharge Team	11/03/2019	Directorate risk assessment	16	Risk of patient harm caused by patients remaining in hospital when their clinical need does not require this (no right to reside). This risk is caused by lack of capacity within the community and delay in internal and external processes.	Will undoubtedly recur, possibly frequently	Moderate 15	<p>All providers required to present their winter plans to EDLDB in September.</p> <p>Business case to expand ESD service going to TMC in September and COO and DoF meeting Wiltshire Health and Care to align services</p> <p>CEO DOF and COO representing SFT at system wide winter summit on 25th October 2019.</p> <p>COO representing Trust at Regional Workshop w/b 9th December</p> <p>System wide actions to be monitored through the ED local delivery board.</p> <p>COO escalating the need for an ED LDB risk log reflecting the risks carried by each provider organisation.</p> <p>Risk to be captured on newly developed ED Local Delivery Board Risk Register.</p> <p>Action plan to be developed for 2021 by Urgent Care Board.</p> <p>Reinstate the challenge of stranded patients by the Medical Director by the end of October.</p>	30/09/2019	22/10/2019	Hyett, Andy	Trust Board	31/03/2022	12	Local Services (Care)	Trust Board (Corporate Risk Register)	Chief Operating Officer	Hyett, Andy	11/03/2019

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									Development of Transformation Programme for improved Discharge processes.	31/05/2021	28/06/2021	Hyett, Andy								
									Agreement of system escalation triggers.	31/05/2021	28/06/2021	Hyett, Andy								
									Review of bed modelling in light of increased urgent and elective activity.	31/05/2021	30/06/2021	Humphrey, Kieran								
									Agreement of Improvement Trajectory with system partners.	30/07/2021	08/10/2021	Hyett, Andy								
									Delivery of the Transformation Improvement Plan.	30/11/2021	30/12/2021	Wood, Paul								
									Delivery of the BSW Urgent Care Board discharge improvement plan which the Trust is contributing to	31/03/2022		Hyett, Andy								
									Raise issue of capital funding for strategic replacement of key estate with regional director of Finance	31/07/2020	26/08/2020	Thomas, Lisa								
									In response to critical infrastructure review need to prioritise capital spending plan for next 5 years to address concerns.	30/10/2020	11/05/2021	Robinson, Ian								
								frequently	Escalate risks to estate through NHSI capital funding route, with a view to source funding for replacement day surgery as a minimum	31/12/2020	11/05/2021	Thomas, Lisa					ate Risk Register)			

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6471	Finance and Procurement	Trustwide	24/05/2020	Financial management	15	Shortfall in funding available (locally and nationally) for capital programme, leading to a potential risk to the safety and availability of buildings and equipment to deliver services.	Will undoubtedly recur, possibly frequently	Moderate	confirm capital programme estate priority for next year compared to funding availability	01/02/2021	11/05/2021	Thomas, Lisa	Trust Board	31/03/2022	8	Resources	Finance Committee, Trust Board (Corporate Risk Register)	Director of Finance	Thomas, Lisa	26/05/2020
									completion of six facet survey to support gaps for capital investment	31/03/2022		Thomas, Lisa								
									submit emergency capital bid if NHSE guidance permits	31/03/2022		Thomas, Lisa								
									Prioritise capital programme for 2022/23 within system, signal to region below levels of capital funding and risk to population of BSW and SFT	31/03/2022		Thomas, Lisa								
6247	Estates	Estates	10/03/2020	Directorate risk assessment	12	As a result of a comprehensive external review of the Estates function it has been identified that the Trust has significant risks associated with critical plant and building infrastructure, that may result in utility or system failure. Including: Water ingress leading to a loss of building use. Failure to maintain critical plant leading to failure of systems e.g. nurse call, ventilation, power, gas, water, lifts and pressure systems. Failure to ensure compliance with mandatory training, leading to an inability to maintain plant. Lack of appropriately trained staff to undertake preventative maintenance. In ability to complete mandatory returns or compliance checks/reporting. Increased occurrence of sickness absence linked to workplace stress Failure to mitigate these risks may result in the loss of buildings and services/utilities, for clinical functions.	Will probably recur, but is not a persistent issue	Major	The Estates Transformation Steering Group has been formed with an action plan detailed to mitigate these risks.	01/09/2020	18/08/2020	Lane, Lynn (Inactive User)	Executive Director Meeting	31/03/2022	8	Resources	Trust Board (Corporate Risk Register)	Chief Operating Officer	Hyett, Andy	16/03/2020
									BSW solution for Estates Management to be identified.	30/04/2021	11/05/2021	Thomas, Lisa								
									Plan to recruit to all vacant posts.	31/12/2021		Johnson, Brian								
									Consider options for 12 months outsourcing via contractors specifically for on-call services	29/10/2021	30/12/2021	Hyett, Andy								
6061	Organisational Development and	Trustwide	1/2021	Incident reports	14	As a result of unclear governance arrangements regarding Health and Safety, there is a risk that risks will not be identified and/or escalated	is not a persistent issue	Major	Review of all Health and Safety Risks currently on Datix.	30/07/2021	10/09/2021	Perry, Gordon	Board	1/2021	2	People	Corporate Risk Register)	Operational Development and	Hyett, Claire	1/2021

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9999	Development and People	Trust	30/06	Incident reports	High	not appropriately which could result in insufficient risk mitigation. This could lead to harm to staff and/or patients.	Will probably recur, but	Medium	Development of Health and Safety Committee workplan and metrics.	31/12/2021		Wilkinson, Claire	Trust	31/12	Low		Trust Board (Corporate)	Director of Organisati	Wilkinson	30/06