

Appendix 2: BAF Report

ID	675
Manager	Screaton, Mrs Maura
Handler	Randall, Ms Kathy
Opened	11/06/2014
Consequence (current)	Major - 4
Likelihood (current)	Likely - 4
Risk level (current)	Extreme Risk
Risk level (Target)	High Risk
Rating (current)	16
Description	If we fail to ensure good Infection prevention and control practices then the Trust may fail to protect patients, staff and others from unnecessary harm from Hospital acquired infections such as MRSA, C. difficile & E coli Blood stream infection and fail to stay within ceiling trajectories for Healthcare Associated Infections. This could lead to illness, financial penalties and loss of reputation (SSI)
Controls in place	<ul style="list-style-type: none"> Weekly in-patient ward meetings. 6 weekly in-patient critical care meetings with review of all cases via Root Cause Analysis (RCAs). Monthly reporting on hygiene code. Monthly Directorate balanced scorecard. Quarterly report to Cardiac Clinical Management Group. Monthly reporting and monitoring through Infection Prevention & Control Committee Avoidable Actions Scrutiny panels for all C-Diff and MRSA Microbiology clinical ward round in CCA twice a week ED Environmental rounds Infection Control Nurse ward rounds four times a week. Managing lab results and advising on isolation precautions/treatment Monitoring for trends pockets of increased infection and taking appropriate action The hospital has a closed ventilated air system. Throughout our clinical areas the enhanced ventilation is tailored to meet the requirements of our patients. SSI priority safety and quality focus for the Trust. Harm reviews for all deep and organ space infections Focus on essential IPC practices with increase in audits and improvement actions. ED led environment rounds. SSI stakeholder group. deep cleaning programme for theatres Peer review carried out by Mr Simon Kendall and recommendations being carried forward by IPC and SSI stakeholder groups Ventilation safety group in place. Water safety group continues. 12/4/23 SSI stakeholder group meeting bimonthly chaired by CN/MD. NICE guidance for prevention of SSI's in place Reduced footfall and movement within operating theatres Introduction of mini vac TNP for all patients at higher risk of infection. Daily MDT environment and clinical practise e.g. hand washing conduct on ward rounds. NHSE/ICB external supportive review 12/6 and 13/6/2023. Peer review of audit processes in theatre - actions being followed up through new governance structure. 10/10/23 Recommendations and actions from NHSE in implementation phase - progress against actions reviewed at SSI stakeholder group. Updates on reviews due 13/2/24. UKHSA SSI team presented comparative data to SSI clinical group, actions being taken forward for review 27/3/24 8/5/24 Alternative sterilisation and decontamination contract now in place since 1/4 and being positively received. mini vac dressings and endoscopic vein harvesting continued for patients at high risk of SSI. Continued enhanced governance structure to provide oversight continues. 05/7/24 Daily IMT, cohorting of positive patients, separation of staff, enhanced patient screening, enhanced cleaning, staff communications. 8/8/24 Proportionate controls remain in place, admission and weekly screening of patients, double chlorine cleaning of patient environment on discharge, enhanced audits of compliance. 7/2/25 Enhanced CPE screening protocol developed agreed and funded commenced 1/2/25. 7/2/25 SSI oversight remains in place with focus on key areas as identified at SSI summit (8/8/24)
Risk Assessors recommended actions to further reduce the risk	<p>Continued close monitoring and involvement of infection control team.</p> <p>Continue with RCA and scrutiny panel. RCA for MRSA bacteraemia and internal scrutiny panel. Update and review all infection control policies and procedures, including the over-arching policy DN15.</p> <p>DIPC has close oversight on all actions to gain assurance.</p> <p>Further external scrutiny requested e.g. external assessor and different approach to audits, external DIPC contacted to invite and review, theatre expert visit and opinion requested.</p> <p>Governance of SSI stepped up to allow greater assurance on actions and monitoring improvements.</p> <p>10/10/23 Focused work on decolonisation treatment pre and post operatively, cleaning and decontamination audit actions and focus on resourcing diabetic care pre operatively.</p> <p>11/12/23 Focus on environment L5 cleaning standards, theatre footfall and CC cleaning and decontamination in view of micro organism profiling. Complete</p> <p>8/1/25 Air sensors placed in theatres as part of ventilation study.</p> <p>Meeting held with UKHSA re further support / advice. Review of data underway due 13/2/24</p> <p>8/4/24 Ventilation study data now analysed and presentation due to be presented to the SSI clinical practise group by 30/4/24.</p> <p>Theatre footfall plan and standards agreed by theatre users. Specific actions in order to comply currently being implemented. Update on progress and audit of practise due to SSI clinical group 23/4/24. Pre operative decolonisation compliance has improved from 20% to 90% in March.</p> <p>6/6/24 Compliance with IPC standards and practise demonstrates improvement. SSI rates remain circa 5% above UKHSA benchmark. SSI summit to be arranged for wider engagement and discussion. SSI summit held on 08 August 2024.</p> <p>5/7/24 Numbers of CPE positive patients reducing. Elective activity paused until Monday 8th July 2024 to allow for cleaning.</p> <p>8/8/24 No new cases of CPE identified since July 22nd indicating confidence in control measures. Control measures as above being regularly reviewed and adjusted.</p>
Assurance	<p>Mandatory IPC training for all staff. IPC policy, procedures and guidelines in place. IPCC committee meetings. Quality & Safety Management Group. CQC Outcome 8. Enhanced Surveillance scheme (MESS). Q&R Committee minutes. Audit high impact interventions as reported to the Commissioners. Recording all nosocomial infections in PIPR so that the Board has oversight. Review of all IPC National Guidance and ensure that we are compliant with these. The Trust has significant controls in place which are reported to the Board monthly and monitoring of all nosocomial infections has been added to Board reporting through PIPR.</p> <p>SSI Governance has been revised to allow greater assurance on actions and monitoring improvements via SSI dashboard. Visit to Liverpool heart and chest hospital 5.9.23 and learning shared with SSI subgroups. This has now formed part of the SSI workplan. NHSE peer review of IPC measures undertaken in June 2023 and recommendations agreed.</p> <p>Numbers of positive CPE cases.</p>
Gaps in Assurance	Measures are taken to manage any new and emerging infection risks however due to the evolving nature of these it is difficult to provide complete assurance that all mitigations are in place and this is kept under constant review.
Levels of Assurance (182)	Adequate
BAF risks - Does this risk have an action plan on Datix? (179)	Yes
Progress notes	<p>[Screaton, Mrs Maura - 07/02/2025] SSI rates confirmed for Q3 as 3.9%. Improvement work continues to reduce rates to UKHSA benchmark.</p> <p>[Screaton, Mrs Maura - 08/01/2025] Update on the SSI summit actions reviewed and presented to the Quality and Risk Committee in November 2024. Respecting theatre environment and theatre footfall remain areas for continued focus. SSI rates whilst remaining above UKHSA benchmark, have seen a continued decrease.</p>
Committee Responsible for the Risk	Infection Control Pre & Perioperative Committee, Quality & Risk Committee, The Board
Date last reviewed	07/02/2025
Review date	07/03/2025
Directorate	Trust wide - All Directorates Involved
Trust Objectives 2022-24	1. Deliver clinical excellence, 6. Achieve sustainability

ID		678
Manager	McEnroe, Harvey	
Handler	Speed, Jane	
Opened		11/06/2014
Consequence (current)	Major - 4	
Likelihood (current)	Certain - 5	
Risk level (current)	Extreme Risk	
Risk level (Target)	High Risk	
Rating (current)		20
Description	IF the Trust fails to meet the constitutional reporting standards of RTT and cancer waiting targets THEN this could result in poor patient outcomes, poor patient experience, damage the Trust's reputation and reduce its income.	
Controls in place	<ul style="list-style-type: none"> All patients being prioritised for access based on the national priority codes rather than waiting time alone to ensure patients are safely managed while waiting. Review of waiting time on a weekly basis including the weekly PTL, daily review of IHU waits and Trust capacity. Remedial action plans are in place for all divisions to reduce the number of patients waiting over 40 weeks. The theatre transformation plan is delivering performance and productivity improvements with trajectory to return to 5.5 theatre model by September 23. (achieved as per plan) Harm reviews are in place and take place at 35 and 52 weeks. <p>Action is now being taken to reduce patients above 40 week in line with national programme for recovery. These Patient Safety Initiatives (PSI) are focused on clearing +40 week waiting. these commenced on the 17/09 and will run for 3 months.</p> <p>15.11.23 PSI lists now embedded within the divisions. Positive impacted on patients over 52 weeks and improvements in patients over 40 weeks. Dedicated operational support for cancer pathway.</p> <p>14.02.24 PSI lists continue albeit at a slower rate than Q4 2023/24.</p> <p>17.05.2024 Additional weekly scrutiny of waiting lists has been introduced, Chaired by the COO. Focus patients over 52 weeks and 40 weeks.</p>	
Risk Assessors recommended actions to further reduce the risk	<p>Trust productivity improvement programme (Flow programme) proposed to deliver following in support of achieving reduced waiting lists:</p> <ol style="list-style-type: none"> Reduce length of stay and improve discharge profile. Improved theatre utilisation. Reduce DNAs. Reduce overall waits, waiting list and longest waits. Deliver capacity and demand analysis. Support maintenance of diagnostic performance. Deliver alternative models of care. Improve cancer performance. Improve day case utilisation. <p>Actions will be reviewed by the Performance Committee on a monthly basis.</p>	
Assurance	<p>IHU review and sign off daily by the COO and reported to the weekly senior operational oversight meeting.</p> <p>Recovery plan in place for Cancer waiting times with target trajectory which is monitored through the Trust Access meeting.</p> <p>Weekly PTL and Access meetings well established and oversee recovery plans. Additional, 40 week wait weekly meeting in place, focusing on 52 week waiters TCI dates, 40 week trends and developing plans to address.</p> <p>Use of PSI's to create additional capacity as and when required.</p> <p>2nd line assurance vis monthly PIPR.</p>	
Gaps in Assurance	There are no gaps noted at present	
Levels of Assurance (182)	Adequate	
BAF risks - Does this risk have an action plan on Datix? (179)	Yes	
Progress notes	<p>[Speed, Jane - 06/01/2025] Radiologist recruited, start date February/March 2025. Work commenced to procure out sourcing for Radiology reporting. PSI approved for elective surgery, commencing 12.01.25 for 12 weeks. Focus will be on long waiting patients (over 40 weeks).</p> <p>[Speed, Jane - 13/02/2025] Patient Safety Initiative (PSI) lists for cardiac surgery commenced on 12.01.25 as a 12 week programme. PSI's not impacting flow during the week, continues to be monitored. Focus on long waiting patients. Increase in RTT, reduction in waiting lists. Additional radiologist commenced in February 2025, interviews scheduled for the end of March 2025 for additional posts.</p>	
Committee Responsible for the Risk	Performance Committee, The Board	
Date last reviewed	13/02/2025	
Review date	13/03/2025	
Directorate	Trust wide - All Directorates Involved	
Trust Objectives 2022-24	1. Deliver clinical excellence	

ID	858
Manager	Raynes, Andrew
Handler	Page, Mr Simon
Opened	01/02/2016
Consequence (current)	Major - 4
Likelihood (current)	Unlikely - 2
Risk level (current)	High Risk
Risk level (Target)	High Risk
Rating (current)	8
Description	If the trusts EPR is not being actively developed "Then" there is a strategic risk to the organisation as the EPR may not support corporate objectives, impacting productivity, clinical safety, benefits realization, and overall ambitions for data as part of the digital strategy "Ultimately" leading to loss of competitive advantage for the organisation and potential patient safety issues
Controls in place	a)Continue to utilise current EPR to support trusts strategy through clinical engagement and governance structures b)Assess EPR developments utilising a benefits methodology, to drive benefits from current system c)Identification of future options for EPR, assessment of capability of future state EPR to understand potential new benefits and any gaps within any new system d)Contract and relationship management of Dedalus, to maximise this relationship e) Soft market analysis to understand cost of change and cost of ownership of any new system f)Engage with ICS and central teams to understand funding available to RPH to enable any transition to ether another Dedalus EPR or an EPR from another provider
Risk Assessors recommended actions to further reduce the risk	1)Increased clinical engagement to deliver local optimization of the EPR where possible to avoid losing technological ground to mitigate risks, 2)Assess optimisations that do not require input from Dedalus or that can be delivered outside the core EPR 3)Deep dive into Orbis functionality to ensure it is fully ready for use in UK - especially in EPMA space (this looks furthest from being ready). 4)Look to drive competitive advantage through the partnership by shaping the anglicisation of Orbis in specialty areas 5)Further indepth report and risk list for remaining on Lorenzo till end of current contract.
Assurance	a)Clinical safety case and ongoing work of Digital Clinical safety meeting which reports to QRMG b)Digital governance structures and groups which give strategic oversight on EPR c)Contract meetings with Dedalus to escalate EPR concerns, risks and develop plans to mitigate/manage these risks d)Partnership agreement and first of type offer from Dedalus that they will cover much of the RPH costs for migration to Orbis e)Soft intelligence regarding frontline digitisation funding to give open options to organisation of EPR, agreement from central team to downgrade RPH from class 3 not applicable for funding to level 2 which would allow some funding (approx. £6m), this funding is not certain and would require ICS support f)Review of the Orbis evaluation by Gartner and HIC both suggested the methodology of assessment was sound and concurred with initial recommendations that Orbis looked like a system that would fit in the financially envelope and deliver a usable system.
Gaps in Assurance	Dedalus decision to stop development of Lorenzo Clinical, Anglicization gap for Orbis, is it ready for UK market
Levels of Assurance (182)	Adequate
BAF risks - Does this risk have an action plan on Datix? (179)	Yes
Progress notes	[Page, Mr Simon - 31/01/2025] No change
Committee Responsible for the Risk	Digital Strategic Board, Strategic Projects Committee, The Board
Date last reviewed	31/01/2025
Review date	31/02/2025
Directorate	Digital
Trust Objectives 2022-24	1. Deliver clinical excellence, 2. Grow pathways with partners, 3. Offer positive staff experience

ID		1021
Manager	Raynes, Andrew	
Handler	Bardell, Chris	
Opened		17/02/2016
Consequence (current)	Catastrophic - 5	
Likelihood (current)	Likely - 4	
Risk level (current)	Extreme Risk	
Risk level (Target)	Extreme Risk	
Rating (current)		20
Description	<p>"IF" the trust is underprepared for a cyber-attack and/or lacks cyber resilience "THEN" the risk of a major cyber event increases. "ULTIMATELY" This event could cause data loss across key systems (clinical and non-clinical), and disruption at not only an organisation level but regional and national level. The impact may last for a prolonged period, necessitating cancellations and delays to treatment. Additionally, it poses a risk to the Trust's reputation, in the patient care that can be given and in rare cases even loss of life.</p>	
Controls in place	<p>The Trust has multiple layers of protection:</p> <ol style="list-style-type: none"> 1. Patching as per national best practice guidelines 2. A rolling plan to update servers and replace end user devices that are out of warranty 3. A plan to bring all software to fully supported versions, where not excluded by being part of a medical device. 4. Application of cyber security notifications from NHS England and the National Microsoft Defender for Endpoint tenant. These are discussed on receipt and actioned. All completed actions are reported back to the NHS England Cyber Responding Service or the NHS England ATP service. 5. Ongoing work to achieve Cyber Essentials level certification 6. Rolling Server replacement program 7. We regularly provide Cyber Security messages to staff via All Staff Briefs, NewsBites and also through Screensavers. 8. All staff on an annual basis undertake Information Governance mandatory training which incorporates Cyber Security. 9. Regular Simulation Phishing exercises are undertaken which is followed up with targeted training to inform staff and promote awareness. 10. Annual Penetration Testing which is undertaken by an external company and any recommendations which are picked up are mitigated. 11. We employ a Cyber Security Analyst which protects and monitors the organisation from Cyber attacks and mitigations against future attacks and ensures the organisation is aware of Cyber Security through campaigns, NewsBites, Simulated Phishing exercises. They also run vulnerabilities tests against the organisation and ensures remediation tasks are undertaken and implement security solutions. 12. The trust does not operate shared systems outside of those which are nationally provisioned, this gives a degree of circuit break in the system. 	
Risk Assessors recommended actions to further reduce the risk	<ol style="list-style-type: none"> 1) Further work on the IT health dashboard to ensure all data is captured within this key assurance tool. - Ongoing 2) Commencement of formal apprenticeship for Cyber Analyst - Ongoing 3) Setting up quarterly meetings with NHS-E cyber lead for east of England, to improve knowledge of best practice. NHS England have setup Cyber Security meetings which bring together all organisations from the East of England. 4) Review role of MFA (multi-factor authentication) on-site and off-site in light of national guidance – A gap analyses is required to ensure all accessible websites via the internet are secured by MFA (Ongoing, Q2/Q3 2025/2026) 5) Carry out back-ups of applications and servers to ensure we have a safe restore point – Ongoing, all operational servers have a backup taken nightly which ensures we have a restore point available. 6) Further work on the National Microsoft Defender to ensure all endpoints and servers are onboarded onto the platform for enhanced monitoring and protection. - Ongoing 7) Introduction of a Cyber Security & Security Additions roadmap – Completed and is included in the quarterly cyber report. 8) Cyber Awareness Comms Plan (NewsBites, The Brief, Screensavers & Simulated Phishing Exercises) – Ongoing, regular comms on Cyber Security is sent to the organisation via the Brief and NewsBites. We are planning a Simulated Exercise to take place within Q4 2025. 9) Retirement of legacy and/or out of support Operating Systems - Ongoing 10) Removal of legacy/out of support software - Ongoing 11) Taking advantage of national provided offerings from NHS England - Ongoing 12) Accreditations such as Cyber Essentials and Cyber Essentials +, ISO27001 and NIST2. We estimate this will take 2-3 years to complete due to the gap analyses workstream. 13) Purchasing and implementation of an Internet of Medical Devices software to help harden and protect medical devices on the IT network - Q4 2024/2025. UPDATE: The new hardware has been ordered and received. Work will be ongoing throughout Q4 to set up and implement the device(s). 14) Purchasing and implementation of a Privileged Access Management Software to secure allow third parties and vendors to access our network by end of Quarter 4 in 2024/2025 depending on funding availability and procurement process 15) Purchasing and implementation of an Information Security Management System to collate all security data and provide automation activities - Q4, 2025/2026 16) Purchasing of a Vulnerability Management software to scan all devices for potential issues and recommend remediation tasks. Q2 2025/2026 depending on funding availability and procurement process 17) Re-configuration of existing Cyber IT enabled software ensuring the latest security features are applied we are taking advantage of all features – Ongoing. 18) The introduction of Windows 11 - October 2025 19) Adopt EPRR National Guidance for best practices - Ongoing 20) Purchasing and implementation of an External Attack Surface (EAS) monitoring software which can monitor external hosted websites used by RPH and/or include Royal Papworth within the URL - We utilise services provided to us by NHS England that provide EAS however we are looking to introduce this software into our existing solutions to provide better oversight and automation - Q3 2025/2026 	
Assurance	<ul style="list-style-type: none"> • DSP Toolkit and audit • Annual PEN testing of estate • IT Health dashboard with overview of estate • Business continuity planning in conjunction with EPRR • Ongoing work towards cyber essentials • AI based treat detection and isolation application, monitoring all traffic • EDR Soluton to detect and automatically act against certain detections • Quarterly cyber reports detailing patch compliance, OS compliance and treat detection rates • Monthly reporting to Information Governance Steering Group with Cyber oversight. • Security information and event management to collect all logs from endpoints and servers and to alert anomalies. • Vulnerability/Cyber alert information from NHS England • Passive (view only) device monitoring to the National Microsoft for Endpoint Tenant • Updates to existing policies and processes to align with new trends and best practices 	
Gaps in Assurance	<p>Lack of senior cyber specialists within organisation due to funding within Digital. An ongoing program of Cyber education and sharing between East of England Trusts and NHS England to mitigate risk is currently in progress.</p>	
Levels of Assurance (182)	Adequate	
BAF risks - Does this risk have an action plan on Datix? (179)	Yes	
Progress notes	<p>[Bardell, Chris -10/02/2025] No updates to the risk - Feb 2025</p> <p>[Bardell, Chris -06/01/2025] Purchasing and implementation of an Internet of Medical Devices software to help harden and protect medical devices on the IT network - Q4 2024/2025. UPDATE: The new hardware has been ordered and received. Work will be ongoing throughout Q4 to set up and implement the device(s).</p> <p>The revised Business Continuity and Disaster Recovery Plan is still in development and is being led by the Digital Management Team on a separate workstream outside of Cyber Security.</p>	
Committee Responsible for the Risk	Digital Strategic Board, IG Steering Group, Performance Committee, The Board	
Date last reviewed	10/02/2025	
Review date	10/03/2025	
Directorate	Digital	
Trust Objectives 2022-24	1. Deliver clinical excellence, 6. Achieve sustainability	

ID	1853
Manager	Monkhouse, Oonagh
Handler	Howard-Jones, Lorraine
Opened	27/04/2018
Consequence (current)	Catastrophic - 5
Likelihood (current)	Possible - 3
Risk level (current)	Extreme Risk
Risk level (Target)	High Risk
Rating (current)	15
Description	If turnover does not reduce and remain at or below target level then the Trust will lose key skills and reduce the levels of experience in the workforce, incur additional costs in the form of recruitment costs and temporary staffing spend, see a reduction in staff engagement and satisfaction and be unable to maintain safe staffing levels and achieve activity levels.
Controls in place	<p>The Compassionate and Collective Leadership Programme is the vehicle for reducing turnover through improving staff engagement and building a positive and compassionate culture. The programme focuses on leadership, EDI, health and wellbeing and staff development. In July 21 we launched the Trust's revised values and behaviour framework. The Reciprocal Mentoring programme has been launched and commenced in June 22 and is a vehicle for addressing inequality and discrimination.</p> <p>We have significantly increased the H&WB support for staff in recognition and appreciation of the efforts of staff. In June 22 we introduced a Staff Support Scheme which provided subsidised travel and food for staff. We further increased these subsidises in October and paid a £100 payment to support in November 22 to help with increased cost of living. These subsidies were continued in 23/24 and have been approved for 24/25.</p> <p>We have continued to focus on communication and thanking staff for their contributions.</p> <p>The line management CCL Programme commenced in April 22. The purpose of this programme is to develop the skills of line managers to lead in a compassionate way.</p> <p>We have established a Resourcing and Retention Improvement Programme to provide a structured and systematic approach to working collaboratively on a range of projects to improve retention.</p> <p>The 23-25 Workforce Strategy has been approved by the Trust Board and the 24/25 workplan has been signed off. The workplan includes action to improve the quality of appraisals, updating of nursing job descriptions and review of bandings, development of nursing career pathways and improvements in talent management processes.</p> <p>A revised structure is being implemented in the Workforce Directorate which will include a dedicated team for talent management and career pathways.</p> <p>An improved process for collecting feedback from leavers is being implemented.</p>
Risk Assessors recommended actions to further reduce the risk	To improve career pathways and development plans for staff to reduce the instances of staff having to leave to develop their careers. A revised structure is being implemented in the Workforce Directorate which will include a dedicated team for talent management and career pathways.
Assurance	<p>Turnover rates are reported to the Trust Board monthly via PIPR and there are regular spotlights exploring trends.</p> <p>The quarterly pulse survey and the annual staff survey include questions on the intention of staff to stay with the organisation. These results are reported to the Workforce Committee and Trust Board.</p> <p>The key driver for turnover is staff engagement. The pulse survey and the national staff survey both track a number of metrics related to staff engagement. The results of these surveys are reported to the Board and Workforce Committee.</p> <p>Trust Workforce Strategy includes a set of metrics and goals for measuring impact of the plans to reduce turnover.</p>
Gaps in Assurance	We do not have good information and data from staff exit interviews. Improving this is in the 23/24 Workforce Action plan.
Levels of Assurance (182)	Adequate
BAF risks - Does this risk have an action plan on Datix? (179)	Yes
Progress notes	[Monkhouse, Oonagh - 22/01/2025] Risk reviewed - no changes to the rating. Turnover has stabilised but remains higher than the KPI
Committee Responsible for the Risk	The Board, Workforce Committee
Date last reviewed	22/01/2025
Review date	22/02/2025
Directorate	Workforce
Trust Objectives 2022-24	1. Deliver clinical excellence, 3. Offer positive staff experience, 6. Achieve sustainability

ID		1854
Manager	Monkhouse, Oonagh	
Handler	Howard-Jones, Lorraine	
Opened		27/04/2018
Consequence (current)	Major - 4	
Likelihood (current)	Possible - 3	
Risk level (current)	High Risk	
Risk level (Target)	High Risk	
Rating (current)		12
Description	<p>If the Trust is unable to attract and recruit staff to meet its workforce plan, as defined by the annual workforce planning process, then it will be unable to ensure safe staffing levels, maintain levels of activity required by the recovery plan, achieve the levels of income required by our financial plan, contain pay spend within budgeted levels and staff engagement, wellbeing and retention will be negatively impacted.</p>	
Controls in place	<p>There is good joint working between the Communications team and the Recruitment team to ensure that all possible opportunities to promote career opportunities within the Trust are maximised that bespoke campaigns are designed for specific areas as necessary. Our Values are reflected in our adverts and recruitment process. There is an ICS supply group which the Trust is an active participant in. We are utilising overseas recruitment for registered nursing staff and AHP roles. We have increased the resources in the Nurse Recruitment and Retention team to support the recruitment and retention of HSCWs.</p> <p>The Trust Board reviews, at each Board, vacancy rates via PIPR.</p> <p>The Workforce Committee oversee the implementation of the Compassionate and Collective Leadership Programme and the Resourcing and Retention Improvement Programme.</p> <p>We have a programme of open events and attending external recruitment events.</p> <p>The Resourcing and Retention Improvement Programme aims to provide a structured and systematic approach to working collaboratively on a range of projects to improve recruitment.</p> <p>We have procured a new electronic recruitment system which has now been implemented and time to hire is starting to reduce.</p> <p>An overseas recruitment plan for 24/25 has been agreed.</p> <p>A Workforce Strategy has been approved by the Trust Board which describes the recruitment action plan.</p>	
Risk Assessors recommended actions to further reduce the risk	No additional recommendations noted	
Assurance	<p>Work with ICS partners to utilise educational and recruitment supply routes to meet projected demand and promote the NHS as the place to have a fulfilling and rewarding career</p> <p>Trust Workforce Strategy 2023-25 has been approved by the Trust Board which includes a 23/24 action plan and metrics</p> <p>Internal Monitoring</p> <ul style="list-style-type: none"> • DWOD reports to Board on a monthly basis. <p>The Workforce Committee has agreed regular reporting across:</p> <ul style="list-style-type: none"> • Implementation of Compassionate and Collective Leadership Programme. - Implementation of the Workforce Strategy - Implementation of the Resourcing and Retention Programme • Development of networks to support our staff: BAME, LGBTQ+, Disability and Difference, Women's networks. • Annual monitoring of WRES and WDES data. • Annual review of our Gender Pay Gap report. • Workforce KPIs including vacancy rates are reported to Board through PIPR and reviewed monthly at Q&R and Performance Committees. <p>External Assurance Measures:</p> <ul style="list-style-type: none"> • Monitoring of our staff recommender score through the National Staff Survey (annual) with quarterly feedback through the Pulse survey. The output of the NHS Staff Survey is reviewed at a divisional and departmental level. 	
Gaps in Assurance	No gaps noted at present	
Levels of Assurance (182)	Adequate	
BAF risks - Does this risk have an action plan on Datix? (179)	Yes	
Progress notes	<p>[Monkhouse, Oonagh - 22/01/2025] Risk reviewed - no change.</p>	
Committee Responsible for the Risk	The Board, Workforce Committee	
Date last reviewed		22/01/2025
Review date		22/02/2025
Directorate	Workforce	
Trust Objectives 2022-24	1. Deliver clinical excellence, 3. Offer positive staff experience, 6. Achieve sustainability	

ID	1929
Manager	Monkhouse, Oonagh
Handler	Howard-Jones, Lorraine
Opened	23/07/2018
Consequence (current)	Major - 4
Likelihood (current)	Likely - 4
Risk level (current)	Extreme Risk
Risk level (Target)	High Risk
Rating (current)	16
Description	If there is no good staff engagement then staff turnover, recruitment, sickness absence, staff morale and team working will be negatively impacted. The evidence also shows that poor staff engagement negatively impacts on patient outcomes and experience and on confidence in the organisation and its financial performance.
Controls in place	<p>The Compassionate and Collective Leadership Programme encompasses a number of workforce programmes to improve staff engagement and ensure a high care quality culture. In 2021 we launched revised values and a behaviour framework to support staff and leaders with role modelling the behaviour that engenders a compassionate and collective workplace culture. Workshops to embed this framework commenced Feb 22 and all staff are being encouraged to attend these. We have a number of support mechanisms in place to enable staff to work safely and to receive support for their health and wellbeing. We have implemented a Staff Support Scheme to support staff with the cost of transport and food. There is a monthly all staff briefing and weekly managers briefings to keep staff informed and provide the opportunity to recognise and appreciate the contribution of staff/teams. A weekly digital newsletter has been introduced which provides the opportunity to focus on particular items in more detail. The BME, LGBT, Womens and Disability Staff Networks provide the forum for proactively working with staff to improve engagement and inclusivity. The Reciprocal Mentoring Programme commenced in June 22 and a second cohort started in Sep 23. Good line management is an important aspect of building high staff engagement and the line managers development programme commenced in April 2022.</p> <p>One of the workstreams within the STA Improvement Programme, which has the lowest levels of staff engagement across the Divisions/Directorates is focused on improving culture and staff engagement across the departments within the division. The Workforce Strategy has been approved by the Trust Board and describes the approach to improving staff engagement and metrics for tracking progress.</p> <p>The Trust Board held development sessions in Dec 23 and March 24 to consider and review their strategic approach and leadership of EDI and culture. A further session took place in June 2024 to develop a vision for inclusive leadership and how this can be brought to life across the organisation. An event for the whole Trust leadership is in the planning for September 2024. In May 2024 a project commenced to review the job descriptions, banding and career progression for nursing roles in the Trust in order to proactively address the concerns being raised by Trade Unions.</p>
Risk Assessors recommended actions to further reduce the risk	Support teams who are experiencing difficulties to improve and support a strong sense of belonging for all team members. Improve the quality of appraisals across the hospital.
Assurance	<ul style="list-style-type: none"> Monitoring of our staff recommender score through the National Staff Survey (annual) with quarterly feedback through the Pulse survey. The output of the NHS Staff Survey is reviewed at a divisional and departmental level. 56% response rate to the 2023 NHS Staff Survey Monthly monitoring of compliance of staff with a current IPR at a departmental level with Trust wide reporting in PIPR. Weekly managers briefings held which ensure focus on issues raised by our staff using a 'you said we did' approach. Monthly All Staff briefings. Implementation of Compassionate and Collective Leadership Programme. Development of networks to support our staff: BAME, LGBTQ+, Disability and Difference, Women's networks. Annual monitoring of WRES and WDES data. Annual review of our Gender Pay Gap report. Implementation of the Reciprocal Mentoring Programme. Workforce Strategy approved by Trust Board and annual action plan. Vision for inclusive leadership and Leadership Behaviour Framework developed and launched.
Gaps in Assurance	We are below average against our peer group in all of the key themes in the NHS Staff survey 2023.
Levels of Assurance (182)	Adequate
BAF risks - Does this risk have an action plan on Datix? (179)	
Progress notes	[Monkhouse, Oonagh - 22/01/2025] Risk reviewed and no changes made. The risk will be reviewed when the 2024 Staff Survey results are published.
Committee Responsible for the Risk	The Board, Workforce Committee
Date last reviewed	22/01/2025
Review date	22/02/2025
Directorate	Trust wide - All Directorates Involved
Trust Objectives 2022-24	1. Deliver clinical excellence, 3. Offer positive staff experience, 6. Achieve sustainability

ID	2829
Manager	Harrison, Sophie
Handler	Harrison, Sophie
Opened	23/02/2021
Consequence (current)	Major - 4
Likelihood (current)	Possible - 3
Risk level (current)	High Risk
Risk level (Target)	High Risk
Rating (current)	12
Description	IF the Trust does not achieve financial balance in the current year and beyond THEN the Trust (and ICS) will be subject to regulatory action which will impact on the Trust's ability to provide high quality, sustainable services to patients now and in the future.
Controls in place	<ul style="list-style-type: none"> - Monthly reporting of cash, I&E and activity position through Performance Committee and Trust Board - Daily cash flow forecasting over rolling 12 month period - Part-block clinical income contracts with NHSE and key ICB partners - Activity recovery plans being implemented where necessary through operational and service teams. These plans are being monitored through Performance Committee - Cost investment controls through weekly vacancy control panel, monthly Investment Group and Performance Committee cycles - Long term financial modelling updates - Chief Finance and Commercial Officer (CFCO) - Trust working with specialised commissioning on future funding frameworks and strategy for NHSE - Potential for utilisation of non-recurrent financial recovery initiatives to support breakeven position - Current national funding mechanism is providing additional support through the Trust's fixed income arrangements to mitigate the 24/25 position - EPR replacement programme ongoing with business case process expected to clarify the financial implications as well as possible mitigations - Development of proposals for the growth of private care to support longer term financial sustainability - Strengthening of control environment for agency and temporary staffing - Number of linked actions in relation to industrial relations described under risk BAF 3261
Risk Assessors recommended actions to further reduce the risk	Greater clarity on the net cost impact of the EPR programme. This is expected following OBC and FBC completion. This may include securing additional funding to support the costs of the programme. Clarity on the funding envelope and framework for 2025/26 and beyond.
Assurance	<p>First line / Second line:</p> <ul style="list-style-type: none"> - Monthly reporting of cash, I&E and activity position through Performance Committee and Trust Board - Cash flow forecasting over rolling 12 month period - Part-block clinical income contracts with NHSE and key ICB partners - Activity recovery plans being implemented where necessary through operational and service teams. These plans are being monitored through Performance Committee and Divisional groups - Cost investment controls through weekly vacancy control panel, monthly Investment Group and Performance Committee cycles - Long term financial modelling updates - CFCO involvement in ICB Finance forum and risk mitigation - Trust working with specialised commissioning on future funding frameworks and strategy for NHSE - Potential for utilisation of non-recurrent financial recovery initiatives to support breakeven position in 2023/24 - National funding mechanism change in 2023/24 (non-recurrent) is providing additional support through the Trust's fixed income arrangements to mitigate the 23/24 position - EPR replacement programme ongoing with business case process expected to clarify the financial implications as well as possible mitigations - Updates on NHS Financial Regime provided to Performance Committee, Divisions and Board - Oversight of business planning process through Performance Committee and Board - Papers outlining proposal for the development of private care to support longer term financial sustainability - Enhanced design and operation of temporary staffing controls <p>Third line:</p> <ul style="list-style-type: none"> - External audit - Internal audit - review of key financial controls on an annual basis. Assurance over the design and effectiveness of controls through this report and reviewed by Audit Committee. - Feedback from NHSE
Gaps in Assurance	Macroeconomic environment, including supply constraints, potential for unfunded pay awards or material changes in banding profiles for registered nursing staff, inflation and pressure on public sector finances may lead to additional financial pressure above funded levels or reduction in funding available to Trust. Ability to control these largely outside Trust's direct control.
Levels of Assurance (182)	Adequate
BAF risks - Does this risk have an action plan on Datix? (179)	
Progress notes	<p>[Harrison, Sophie -11/02/2025]</p> <p>No change since last assessment. Risk remains high overall to reflect the levels of uncertainty in the financial framework, the material uncertainty associated with the financial impact of the EPR replacement programme and any funding, as well as the national picture over delegation of specialised commissioning. This is being balanced with the underlying surplus under the current framework and the forecast position for 24/25.</p> <p>The risk reflects the emerging financial framework for 2025/26 (and beyond) which suggests no growth funding and changes to the elective funding mechanism which will restrict the Trust's ability to cover the marginal costs of additional activity; as well as the impact of the EPR programme. These factors could impact on the Trust's medium term financial position if not mitigated effectively. The wider position continue to be assessed through 25/26 operational planning and as the EPR works through OBC and FBC sign off.</p>
Committee Responsible for the Risk	Performance Committee, The Board
Date last reviewed	11/02/2025
Review date	11/03/2025
Directorate	Finance
Trust Objectives 2022-24	6. Achieve sustainability

ID		2904
Manager	Harrison, Sophie	
Handler	Harrison, Sophie	
Opened		11/05/2021
Consequence (current)	Major - 4	
Likelihood (current)	Likely - 4	
Risk level (current)	Extreme Risk	
Risk level (Target)	High Risk	
Rating (current)		16
Description	IF the ICS does not achieve financial balance in the current year and beyond THEN the ICS and Trust will be subject to regulatory action which will impact on the Trust's ability to provide high quality, sustainable services to patients now and in the future.	
Controls in place	<p>System Chief Finance Officer (CFO) meeting regularly to escalate system financial risks and develop plans to mitigate/manage these risks.</p> <ul style="list-style-type: none"> - Wider ICS governance structure includes senior oversight of ICS financial position. - Long term ICS financial modelling being developed to understand the scale of future challenges. - Ad-hoc modelling of national funding to support impact of Industrial Action or other key risks as and when relevant. - ICS wide productivity workstreams set up to explore opportunities for productivity gains and closer working across corporate services. - National and ICB approval of strategic business cases to ensure collective agreement to material investment decisions that could impact the financial position (e.g. EPR, capital strategic projects incl new hospital programme builds). - ICB CFO engagement in regional specialised commissioning forum governing delegation approach. - Maximising out of system funding flows to support system financial position. 	
Risk Assessors recommended actions to further reduce the risk	<p>Assessment of the impact of unmitigated financial risks in 2024/25 by system partners.</p> <p>Clarity on the financial implications of three EPR programmes on the medium term position and mitigations available. Clarity on the financial framework for 2025/26 and beyond.</p>	
Assurance	<p>System CFO meeting regularly to escalate system financial risks and develop plans to mitigate/manage these risks</p> <ul style="list-style-type: none"> - Wider ICS governance structure includes senior oversight of ICS financial position and the action plans in partner organisations. - Long term ICS financial modelling being developed to understand the scale of future challenges - Modelling of national funding in 23/24 to support impact of Industrial Action, national reforecast exercise undertaken November 2023 on the back of additional funding provided by government (reduction of elective targets and additional targeted funding). Additional work undertaken in January 2024 in response to strike action. 	
Gaps in Assurance	<p>Macroeconomic environment, including supply constraints, potential for unfunded pay awards or material changes in banding profiles for registered nursing staff, inflation and pressure on public sector finances may lead to additional financial pressure above funded levels or reduction in funding available to Trust. Ability to control these largely outside system's direct control.</p> <p>Limited control over the financial and operational performance of other organisations in the ICB which could impact the Trust's financial position moving forward.</p> <p>Lack of clarity on the changes in the 2025/26 (and beyond) financial architecture and the impact on the position.</p> <p>Clarity on the financial implications of strategic development programmes on the medium term position (e.g. NPH, EPR etc)</p>	
Levels of Assurance (182)	Adequate	
BAF risks - Does this risk have an action plan on Datix? (179)	No	
Progress notes	<p>[Harrison, Sophie - 11/02/2025]</p> <p>On balance the risk remains extreme given the underlying position of a number of ICS partners in 2024/25. While the current 24/25 ICS plan and forecast is a breakeven position, there are material risks in the operating environment that are threatening this in the medium term and the consequence of not reaching a breakeven position remains major, both in terms of potential restrictions that would be placed on spend and regulatory intervention. This could mean requests for system funding re-distribution and could limit the ICS's ability to secure capital incentive funding in 25/26 which is expected to be required to support RPH's medium term capital position.</p> <p>The emerging intelligence on funding framework changes for 2025/26 are likely to add to the challenge for partners across the system. The details are not yet formally published however we expect the system financial position to experience greater challenge going in to 2025/26. This will continue to be assessed as details are released.</p>	
Committee Responsible for the Risk	Performance Committee, The Board	
Date last reviewed		11/02/2025
Review date		11/03/2025
Directorate	Trust wide - All Directorates Involved	
Trust Objectives 2022-24	2. Grow pathways with partners, 6. Achieve sustainability	

ID		2985
Manager	Harrison, Sophie	
Handler	Goodier, Mr Chris	
Opened		18/08/2021
Consequence (current)	Catastrophic - 5	
Likelihood (current)	Unlikely - 2	
Risk level (current)	High Risk	
Risk level (Target)	High Risk	
Rating (current)		10
Description	IF the Trust is reliant on key suppliers to deliver commissioner requested services THEN the Trust has a higher likelihood of being exposed to financial and service delivery risks.	
Controls in place	<p>Contracts are entered into the Atamis Contract register and a classification is entered based on the Government Commercial Function tiering tool.</p> <p>Additionally, a risk score is assigned to each contract to indicate the level of risk to the Trust based on criticality of supply, ease of change and size of supply market. This determines the level of contract management that the lead stakeholder will need to apply.</p> <p>Contracts are managed at department level with spot checks to be carried out by Procurement to ensure that contract management is taking place.</p>	
Risk Assessors recommended actions to further reduce the risk	<p>A supplier audit will allow the Trust to monitor the suppliers financial stability and service delivery standards so that the Trust can identify or examine risks before they become a problem.</p> <p>Supplier audits to be carried out by Trust contract managers on Gold contracts every 6 months and annually on silver contracts. Review dates to be added to the Atamis contract register and reminders sent out to all contract owners prior to review date. This audit shall include a review of the annual financial statements of the suppliers to monitor financial stability with assistance from the Trust finance business partners.</p> <p>For each new procurement cycle the Trust will need to carry out a strategic review of the services being delivered to determine the most appropriate strategy to apply to reduce the level of risk to the Trust.</p>	
Assurance	The Chief Finance and Commercial Officer is in dialogue with suppliers to resolve issues surrounding the commercial elements of proposed contracts.	
Gaps in Assurance	The assurance is based on the continued desire of both parties to come to a resolution that will benefit the Trust and its suppliers	
Levels of Assurance (182)	Adequate	
BAF risks - Does this risk have an action plan on Datix? (179)		
Progress notes	<p>[Goodier, Mr Chris - 14/02/2025] End of year financial checks to be undertaken against the Gold and Silver contracts over the next few months and updates will be added to Atamis for each supplier.</p> <p>[Goodier, Mr Chris - 14/01/2025] Positive feedback has been provided by Workforce for the Payroll contract. No financial check carried out against the supplier at this moment in time.</p> <p>Cambridge Perfusion performance is monitored every 2 months by clinical leads. No financial check carried out against the supplier at this moment in time.</p> <p>Updates for other contracts to follow</p> <p>Contract managers for Gold and Silvers will have accounts created in Atamis so that the system reminders can be sent directly to them. Training will be provided so that they are aware of the system and what updates are required.</p>	
Committee Responsible for the Risk	Performance Committee, The Board	
Date last reviewed		14/02/2025
Review date		14/03/2025
Directorate	Trust wide - All Directorates Involved	
Trust Objectives 2022-24	1. Deliver clinical excellence	

ID		3009
Manager	Harrison, Sophie	
Handler	Goodier, Mr Chris	
Opened		23/09/2021
Consequence (current)	Major - 4	
Likelihood (current)	Possible - 3	
Risk level (current)	High Risk	
Risk level (Target)	High Risk	
Rating (current)		12
Description	IF there are challenges in the supply of consumables or services THEN this could result in a failure to provide continuity of services, resulting in the inability to operate on patients.	
Controls in place	<p>Contracts are entered into the Atamis Contract register and a classification is entered based on the Government Commercial Function tiering tool.</p> <p>Additionally, a risk score is assigned to each contract to indicate the level of risk to the Trust based on criticality of supply, ease of change and size of supply market. This determines the level of contract management that the lead stakeholder will need to apply.</p> <p>For each new procurement cycle the Trust carries out a market review of the goods/services being delivered to determine the most appropriate strategy to apply to reduce the level of risk to the Trust. This may include splitting the contract in to multiple parts so that there is not a reliance on a single provider.</p>	
Risk Assessors recommended actions to further reduce the risk	<p>An assessment to be completed in conjunction with clinical engineering and department leads to understand and document the relationship between equipment and consumables so that those that are locked together are documented.</p> <p>The new Supply Chain Manager will be tasked with monitoring all Important Customer Notices issued by NHS Supply Chain and reviewing these against the Trust's product portfolio to ensure mitigating steps can be taken prior to any impact on the Trust.</p> <p>Spot checks of department Business Continuity Plans to be carried out by Procurement for all Gold and Silver contracts with results recorded in the Atamis Contract Register to ensure steps are being taken to understand risks and put in place preventative measures.</p>	
Assurance	<p>Procurement contract database.</p> <p>Management of suppliers through regular contract meetings.</p> <p>Tender processes that consider resilience.</p>	
Gaps in Assurance	No gaps noted at present	
Levels of Assurance (182)	Adequate	
BAF risks - Does this risk have an action plan on Datix? (179)	No	
Progress notes	<p>[Goodier, Mr Chris - 14/02/2025]</p> <p>Some minor progress in updating the Business Continuity and Disaster Recovery (BCDR) and Exit Plans.</p> <p>No progress on the consumables/equipment review yet due to year end issues on resource availability.</p> <p>Have logged a call with the senior developer for the Atamis contract module regarding the setting of recurring reminders. Once in place, reminders will be sent out via that system to all contract owners.</p>	
Committee Responsible for the Risk	Performance Committee, The Board	
Date last reviewed		14/02/2025
Review date		14/03/2025
Directorate	Trust wide - All Directorates Involved	
Trust Objectives 2022-24	1. Deliver clinical excellence	

ID		3074
Manager	Harrison, Sophie	
Handler	Harrison, Sophie	
Opened		16/11/2021
Consequence (current)	Major - 4	
Likelihood (current)	Possible - 3	
Risk level (current)	High Risk	
Risk level (Target)	High Risk	
Rating (current)		12
Description	IF the Trust fails to engage with the national reforms on commissioning THEN delivery of its strategy and future financial sustainability could be adversely effected through strategic shifts away from the Trust and changes in patient flows, resulting in a failure to sustain and improve services for regional patients and regulatory intervention and/or the recurrence of a financial deficit.	
Controls in place	<p>The local ICS system: Mitigated by the leadership roles that are being undertaken in the local ICS and delivery of the C&P Cardiovascular Strategy. ICB CFO is a member of the regional governance group of ICB CFOs that are overseeing the delegation. RPH is working with its partners at CUH in a collaborative approach to the risk through 24/25.</p> <p>(Linked risks: BAF 2904 Achieving financial balance at ICS level; CRR 2854 IF RPH does not engage in the ICS THEN we will not utilise our expertise to influence local strategy for cardiology)</p> <p>Regional activity and flows to RPH: Mitigated by close working with specialised service commissioners and our role in Regional Provider Collaborative.</p> <p>National activity flows and designations: Mitigated by using lobbying and influence at the national levels, DH and through our role in the Federation of Specialist Hospitals, as well as our relationships at strategic NHSE level. Devolution of specialised funding to a number of ICBs is happening from 1/4/24 however this is impacting different ICBs in different ways. NHSE in East of England have confirmed 24/25 arrangements will operate as per 23/24, with more material allocation shifts expected from 25/26.</p>	
Risk Assessors recommended actions to further reduce the risk	<p>Our response to national and local system reforms will require ongoing review and response as the new ICS structures emerge and as new models of care develop. In the absence of any detail around ICB specialised strategies and the mixed approach to delegation nationally, the likelihood of the risk remains above target levels but there are no further actions the for the Trust at this stage.</p> <p>The Trust will assess clinical engagement in the EoE Specialised Collaborative as work on clinical strategies and new models of care progresses.</p>	
Assurance	<p>The local ICS system: Mitigated by the leadership roles that are being undertaken in the local ICS and delivery of the Cambridgeshire & Peterborough Cardiovascular Strategy.</p> <p>(Linked risks: BAF 2904 Achieving financial balance at ICS level; CRR 2854 IF RPH does not engage in the ICS THEN we will not utilise our expertise to influence local strategy for cardiology)</p> <p>Regional activity and flows to RPH: Mitigated by close working with specialised service commissioners and our role in Regional Provider Collaborative (Chaired by RPH CEO).</p> <p>National activity flows and designations: Mitigated by using lobbying and influence at the national levels, DH and through our role in the Federation of Specialist Hospitals, as well as our relationships at strategic NHSE level. Devolution of specialised funding to a number of ICBs is happening from 1/4/24 however this is impacting different ICBs in different ways. NHSE in East of England have confirmed 24/25 arrangements will operate as per 23/24, with more material allocation shifts expected from 25/26.</p>	
Gaps in Assurance	Gaps in assurance currently rest outside of the Trust's direct control (e.g. strategy for specialised commissioning, national clarity on allocation delegation, differing arrangements by region etc).	
Levels of Assurance (182)	Adequate	
BAF risks - Does this risk have an action plan on Datix? (179)	No	
Progress notes	[Harrison, Sophie - 14/01/2025] No change since previous assessment. Work ongoing at ICS and regional level. Trust strategy development will include clinical strategy review and consideration of changes in national strategic context and local care model development.	
Committee Responsible for the Risk	Performance Committee, The Board	
Date last reviewed		14/01/2025
Review date		14/03/2025
Directorate	Trust wide - All Directorates Involved	
Trust Objectives 2022-24	2. Grow pathways with partners, 4. Share and educate, 6. Achieve sustainability	

ID		3223
Manager	McEnroe, Harvey	
Handler	Speed, Jane	
Opened		22/07/2022
Consequence (current)	Major - 4	
Likelihood (current)	Likely - 4	
Risk level (current)	Extreme Risk	
Risk level (Target)	High Risk	
Rating (current)		16
Description	If the trust does not recover it's activity throughput and productivity to optimal levels then there is a risk that patients will wait extended periods for treatment, then this could cause patients' conditions to deteriorate, an increase in acuity, less positive patient outcomes, reputational impact and the financial stability of the trust and ICS could be adversely impacted.	
Controls in place	<p>An operational improvement plan (incorporated in to Flow Programme) has been developed to a deliver the following outcomes;</p> <ul style="list-style-type: none"> Reduce length of stay and improve discharge profile. Improve theatre utilisation Reduce DNAs Assess capacity and demand Deliver alternative models of care. Increase day case utilisation. Ensure delivery of 23/24 operational plan. <p>The programme will monitor progress against these objectives and report to the Performance Committee on a monthly basis. Activity delivered is monitored on a weekly basis against plan and 19/20 levels. Remedial action is identified proactively and escalated via the trust access meeting.</p> <p>STA CI programme focused on in day productivity (reporting via Performance Committee). Clinical Admin processes being reviewed re booking of theatre lists and closing down 2 weeks in advance with no cancellation 72 hours prior.</p> <p>PSI lists now embedded within the divisions. Dedicated operational support for cancer pathway.</p>	
Risk Assessors recommended actions to further reduce the risk	Reviewed by Execs and agreed that assurance can be moved up to adequate. This is because the systems and processes that we have in place should mitigate the risk, but that efforts are impacted by continued industrial action. The systems and governance that are in place are through the Flow Programme, weekly PTL, 642 and Access meetings. Industrial action and system bed pressures will affect ability to recover activity and the impact of IA is planned through the IA Group. IA is expected to continue in to Q4 2024 and beyond. System bed pressures are managed daily.	
Assurance	Activity reports in month via the Patient Access meeting and via the Performance Committee. Performance is on plan for M4 except for IP elective activity where we are seeing the impact of industrial action (IA). In response we are looking at mitigations and to reset activity targets for the year in line with the update provided in BAF 678.	
Gaps in Assurance	Workforce engagement and establishment levels as well as impact of Industrial Action	
Levels of Assurance (182)	Adequate	
BAF risks - Does this risk have an action plan on Datix? (179)		
Progress notes	<p>[Speed, Jane -13/02/2025] Patient Safety Initiative (PSI) lists for cardiac surgery commenced on 12.01.25 as a 12 week programme. PSI lists are focussing on long waiting patients. PSI's are not impacting flow. STA RTT continues to improve and Waiting Lists continue to reduce. Ongoing scrutiny continues.</p> <p>[Speed, Jane - 06/01/2025] Patient Safety Initiative lists approved by Execs for long waiting surgical patients commencing 12.01.25 for 12 weeks. Focus will be on patients who have waited over 40 weeks.</p>	
Committee Responsible for the Risk	Performance Committee, The Board	
Date last reviewed		13/02/2025
Review date		13/03/2025
Directorate	Trust wide - All Directorates Involved	
Trust Objectives 2022-24	1. Deliver clinical excellence, 6. Achieve sustainability	

ID	3261
Manager	Monkhouse, Oonagh
Handler	Howard-Jones, Lorraine
Opened	09/09/2022
Consequence (current)	Major - 4
Likelihood (current)	Likely - 5
Risk level (current)	Extreme Risk
Risk level (Target)	High Risk
Rating (current)	20
Description	If industrial relations are negatively impacted as a result of discontent with national pay settlements and terms and conditions, including how the NHS Job Evaluation System operates, then this could lead to industrial action, low staff engagement, increased vacancies and turnover. A consequential reduction in workforce availability would impact our ability to provide services, increase access times for patients and have adverse financial implications.
Controls in place	<p>We are liaising with local and regional Trade Union representatives to ensure effective lines of communication and exchange of information.</p> <ul style="list-style-type: none"> - We have updated our protocols for managing industrial action and departments have updated their Business Continuity Plans. - The Trust established an Industrial Action Task Force to ensure that the organisation has a clear understanding of the impact of this action in each area and the actions needed to minimise the impact on services. - Activity recovery plans have been developed and a Patient Safety Initiative scheme has been implemented to incentivise staff to work additional hours to undertake additional activity out of normal hours of service. - May 24: A project to review and update registered nursing job descriptions and then the banding of roles has commenced. This will identify whether we have any roles incorrectly banded and provide the opportunity to determine whether we need to change the way we are deploying staff/our staffing model and/or managed the rebanding of roles. - The 24/25 pay award for AfC will be paid to AfC staff in the October payroll and November for Medical Staff - We are actively participating in developing a regional collaborative approach to addressing the risks linked to job evaluation and banding of roles.
Risk Assessors recommended actions to further reduce the risk	Capacity assessment for Job Evaluation and recommendations to increase capacity to be costed and presented to the Executive Team.
Assurance	<p>Guidance for managers has been developed.</p> <p>An Industrial Action Taskforce chaired by the COO is established to ensure that the organisation has a clear understanding of the impact of this action in each area and the actions that are being taken to maintain services, and support decisions in relation to the reduction of services or redeployment of staff.</p> <p>Business Continuity Plans are in place.</p> <p>Elective Recovery Programme is in place and reporting to the Performance Committee.</p> <p>Review of nurse job descriptions and development of pathways underway in partnership with Trade Union colleagues which reports to the Workforce Committee.</p> <p>Review and rebanding of HCSW 2 to 3 has been overseen by Deputy Dir of Workforce with and project plan and sign off on financial impact through Executive Team.</p> <p>Working as part of regional HRD Network and with ICB partners to share best practice and identify areas of potential joint working. A Regional collaborative framework has been developed to support Trusts to work together to mitigate the risks of job banding claims as a result of the publication of updated national Nursing profiles.</p>
Gaps in Assurance	Pay and terms and conditions are nationally set and a significant part of this lies outside of the control of the Trust. The national employee relations environment is not something within the control of the Trust but is determining the levels of discontent and challenge in relation to pay within NHS organisations.
Levels of Assurance (182)	Adequate
BAF risks - Does this risk have an action plan on Datix? (179)	
Progress notes	[Monkhouse, Oonagh - 22/01/2025] Risk review and no change to the risk assessment. The work on reviewing job descriptions continues. The national industrial relations environment remains tense.
Committee Responsible for the Risk	Workforce Committee, The Board
Date last reviewed	22/01/2025
Review date	22/02/2025
Directorate	Workforce
Trust Objectives 2022-24	1. Deliver clinical excellence, 3. Offer positive staff experience, 6. Achieve sustainability

ID		3433
Manager	Smith, Dr Ian	
Handler	Speed, Jane	
Opened		08/11/2023
Consequence (current)	Major - 4	
Likelihood (current)	Likely - 4	
Risk level (current)	Extreme Risk	
Risk level (Target)	Moderate Risk	
Rating (current)		16
Description	If the CT reporting backlog does not improve back to the 4 week reporting KPI, then patient pathways will continue to be delayed whilst awaiting results ultimately resulting in potential patient harm	
Controls in place	<p>PACS Board re-initiated (now called Image Working Board)</p> <p>CT Backlog Operational Group initiated. Was meeting weekly. Then fortnightly. Now monthly via the COO</p> <p>Patient prioritisation across all divisions and specialties to ensure all patient reports are treated equitably</p> <p>Prioritisation given to reports for inpatients, clinically unwell or deteriorating patients and those on active cancer & RTT pathways. All other patients, including longterm surveillance patients, are prioritised in date order reporting the oldest first.</p> <p>Weekly reporting of backlog into Trust Access operational meeting</p> <p>Weekly reporting by email to the CT Backlog Group attendees</p> <p>Escalation into STA Division via monthly performance reporting</p> <p>Quarterly update into QRMG via quarterly reporting</p> <p>Locum shifts offered to medical staff to undertake additional reporting</p> <p>Confirmation of stats numbers by consultant are accurate to ensure monitoring, tracking and ensure all are meeting their job planned reporting quota. Numbers circulated fortnightly to the consultant team.</p> <p>Insourcing Company providing 4 radiologists to report on CTs ran between 20/1/24 and 31/3/24 to clear the backlog to within KPI. This succeeded with the simple CTs but still left quite significant waiting times for the complex reports.</p> <p>Reviewing reporting capacity against demand, identified the department is staffed to 2018/19 activity levels with no previous uplift until 2024 for the additional activity undertaken, further benchmarking underway to ascertain full activity gap between scanner activity and reporting time availability in the consultant team</p> <p>Further engagement with the Insourcing Company to commence 6/7/24 with 4 reporting shifts each weekend for 6 months, to be reviewed in September 2024, to support with covering the x4 consultant radiologist vacancies within the team.</p>	
Risk Assessors recommended actions to further reduce the risk	Full clinical engagement with any remedial plans for actioning the backlog as well as PACS Board and CT Backlog Operational Group.	
Assurance	<p>ED oversight and monthly reports to the Performance Committee</p> <p>Weekly reporting of backlog into CDC and Trust Access</p> <p>Escalation into STA Division</p>	
Gaps in Assurance	None at the moment	
Levels of Assurance (182)	Adequate	
BAF risks - Does this risk have an action plan on Datix? (179)		
Progress notes	<p>[Rodriguez, Mrs Helen - 13/02/2025]</p> <p>Exec paper produced detailing the impact of the removal of the external service provider (25 reporting shifts remaining in the budget envelope) and the potential switch on date of the digitally connected outsource solution in 6 months (minimum). BI trajectory based on averaged reporting rates and averaged reporting shifts in job plans is evidencing a significant uplift in CT reports outstanding back to mid 2024 levels as a minimum should the decision be to not provide any interim solution between the 2 dates. Preferred solution is to continue with the LC solution until the digitally connected outsourcing is switched on.</p> <p>[Rodriguez, Mrs Helen - 04/02/2025]</p> <p>Progress against backlog reduced - further in December due to a lack of LC staff. This has picked up again in January with additional shifts being worked. Continue to provide weekly updates to STA & COO. Monthly update to the CT working group, RBUM, STA Division report & PIPR. Presented at Trust Performance Committee on 30/1/25. Organisation well sighted. Digitally connected outsource solution project commenced.</p> <p>[Rodriguez, Mrs Helen - 02/01/2025]</p> <p>Progress against the backlog trajectory has slowed during November & December 2024 due to a lack of staff from the external company. Plans underway to increase the number of shifts during January 2025. Waiver expires end January 2025. Digitally connected outsource procurement underway as a permanent solution when there are staffing shortages or sudden increases in activity. Data continues to be presented weekly to COO for Execs, STA Division and at Trust Access. Then monthly via radiology performance reporting and into the CT backlog work group.</p>	
Committee Responsible for the Risk	Performance Committee, Radiology Business Unit Meeting, STA Divisional meeting, The Board	
Date last reviewed		13/02/2025
Review date		13/03/2025
Directorate	Radiology	
Trust Objectives 2022-24	1. Deliver clinical excellence, 3. Offer positive staff experience	

ID	3449
Manager	Harrison, Sophie
Handler	Morrish, Katie
Opened	21/12/2023
Consequence (current)	Major - 4
Likelihood (current)	Possible - 3
Risk level (current)	High Risk
Risk level (Target)	High Risk
Rating (current)	12
Description	<p>If the Trust does not work effectively with its partners across the Cambridge Biomedical Campus, then this could result in missed opportunities to sustain and improve care for patients, both now and in the future. Failure to create capacity within the Trust and Campus partner organisations could result in failures to capitalise on opportunities to innovate and support economic growth in life sciences in Cambridge and across the region.</p> <p>Ultimately this will impact on progression of strategic partnership working on the campus at a time where there is increased focus on leveraging the relationships between the two organisations.</p>
Controls in place	<p>Trust membership of CUHP.</p> <ul style="list-style-type: none"> - Trust membership of CBC Ltd. CBC Strategy Group is undertaking public consultation on a vision for 2050, setting out how the Campus can bring together the right set of research, education, healthcare delivery and industry partners; and what opportunities and requirements this generates for transport and other infrastructure, people and skills. - Research and innovation recognised as priority within the Trust's Strategy with visibility at Board and Management Executive, regular reporting on progress against strategy. - Joint working with the University of Cambridge (UoC) to deliver new research infrastructure through the development and operation of the Victor Phillip Dahdaleh Heart and Lung Research Institute Clinical Research Facility (VPD-HLRI CRF). The Trust partners with the UoC through joint management groups and a joint strategic group to oversee the direction of the CRF, in support the Trust's wider research strategy. - Strategic partnership with CUH, governed through a Joint Strategic Board and Executive led sub groups / workstreams. Workstreams have been informed by an independent external reporting which outlined barriers to collaboration and areas for joint working. CUH and RPH programme managers supporting their respective executive teams meet every fortnight to review progress across both organisations regarding the six clinical pathways identified for collaboration. This remains a recurrent meeting to enable opportunities for informal discussions, escalations, and updates in order to facilitate and support clinical teams across both organisations to progress work. - Broadening partnerships with industry and the University. - Collaboration with UoC on Total Body Positron Emission Tomography (TB PET) bid. - Work starting with other trusts across the East of England on the specialist provider collaborative, focused on improving access to specialist care within the region, including exploring opportunities to collaborate on research and innovation.
Risk Assessors recommended actions to further reduce the risk	Further work with Campus neighbours to extend partnerships to new areas as part of wider CUHP and CBC vision, supporting Cambridge Life Science. Further work with CUH to progress clinical and non-clinical areas of collaboration, including decision on EPR and implications for joint programmes.
Assurance	<p>Minutes of Joint CUH RPH Strategic Boards. Minutes, action logs, escalations from Joint Clinical Pathways Group feeding into Joint CUH RPH Strategic Board. Workstream reports part of Joint Strategy Board.</p> <ul style="list-style-type: none"> - Regular updates to Board on CBC Ltd and CUHP. - Executives participating in CBC Ltd working group on Campus development proposals and appropriate ICS and regional NHS groups. - Joint strategy / management group with UoC re. VPD-HLRI / CRF. - External input / expertise from NHS, academic and industry partners to provide advice and challenge.
Gaps in Assurance	The capacity and commitment of partner organisations to make the most of our collective opportunities and how we jointly work through differences in priorities.
Levels of Assurance (182)	Adequate
BAF risks - Does this risk have an action plan on Datix? (179)	
Progress notes	<p>[Morrish, Katie - 10/02/2025] No further update</p> <p>[Morrish, Katie - 13/01/2025] Meeting with Anne Marie Ingle, both Chief Executives and Strategy Directors being held 14/01/25 to review recommendations and agree next steps.</p>
Committee Responsible for the Risk	Strategic Projects Committee, The Board
Date last reviewed	10/02/2025
Review date	10/03/2025
Directorate	Trust wide - All Directorates Involved
Trust Objectives 2022-24	1. Deliver clinical excellence, 2. Grow pathways with partners

ID		3536
Manager	Raynes, Andrew	
Handler	Wayne, Ford	
Opened		20/06/2024
Consequence (current)	Possible - 4	
Likelihood (current)	Possible - 4	
Risk level (current)	High Risk	
Risk level (Target)	High Risk	
Rating (current)		16
Description	<p>"IF" the trust is underprepared to recover from a digital incident. "THEN" the risk of recovering from the major incident event increases. "ULTIMATELY" This event could cause impact on accessing systems and cause disruption at organisation level that leads to delay in providing care to patients. The impact may last for days, necessitating cancellations and delays to treatment. Additionally, it poses a risk to patient care that can be given and in rare cases even loss of life.</p>	
Controls in place	<p>The Trust has considered and taken the following set of activities to reduce the risk:</p> <ol style="list-style-type: none"> 1. Critical systems are identified as per the business needs 2. Systems are backed up at regular intervals and tapes are also stored in a safe location and can be accessed when required 3. Disaster recovery plan is in place to ensure that data can be restored back to production systems. 4. Continuous review is being conducted to update business impact analysis and to maintain business continuity plan 5. Regular engagement and communication is being carried out between business, emergency response and digital teams 6. Staff are informed about Business Continuity Plan (BCP) process via monthly staff briefing and also messages are communicated to staff using intranet, NewsBites and through Screensavers. 	
Risk Assessors recommended actions to further reduce the risk	<ol style="list-style-type: none"> 1.Ensure that trust adopts feasible, compatible backup procedures and facilities. 2.Train digital team to ensure that they are well prepared to implement the plan and to withstand disasters. 3.Establish regular meetings with digital team and emergency response team to ensure that best practices are followed. 	
Assurance	<ul style="list-style-type: none"> • Ongoing Work to create robust Disaster recovery Plan • Business continuity planning in conjunction with EPRR • Up to date fully functional Backup Strategy • Off site immutable Data storage 	
Gaps in Assurance	No real time Disaster recovery testing to ensure our plans work as expected.	
Levels of Assurance (182)	Adequate	
BAF risks - Does this risk have an action plan on Datix? (179)		
Progress notes	<p>[Raynes, Andy - 23/01/2025] Risk score changed from 9 to 16 to more accurately reflect the level of threat of a ransomware attack on the Trust, and the consequences thereof.</p> <p>[Vaithamanithi, Raj - 23/01/2025] Team has prepared and finalised Business Impact Analysis Document for approval Business Continuity Plan is be reviewed and updated.</p>	
Committee Responsible for the Risk	Digital Strategic Board, IG Steering Group, Performance Committee, The Board	
Date last reviewed		23/01/2025
Review date		23/02/2025
Directorate	Digital	
Trust Objectives 2022-24	1. Deliver clinical excellence, 6. Achieve sustainability	

ID		3649
Manager	Harrison, Sophie	
Handler	Rackley, Steven	
Opened		13/11/2024
Consequence (current)	Major - 4	
Likelihood (current)	Possible - 3	
Risk level (current)	High Risk	
Risk level (Target)	High Risk	
Rating (current)		12
Description	If the Trust does not fully adopt sustainable development approaches into its culture and all aspects of its operations, then it may not achieve its required contribution to NHS Net Zero, ultimately meaning that the Trust fails to fulfil its role to society and the community that it serves and that it will be insufficiently prepared to adapt to the impact of climate change upon the future patterns of healthcare and the physical environment in which the Trust must operate.	
Controls in place	<p>Board approved Sustainability Strategy in place and subject to annual review by the Strategic Projects Committee.</p> <p>The Chief Executive is designated Board lead for sustainability and delivery of NHS Net Zero Targets.</p> <p>A Green Plan has been established as the vehicle by which to undertake a programme of embedding sustainability into the organisation and is subject to annual review and update every three years.</p> <p>A Sustainability Board has been established to oversee the programme of sustainability activities and specifically to monitor progress against the Green Plan. The Sustainability Board reports to the Performance Committee on a six-monthly basis.</p> <p>Updates on sustainability activities and progress are provided to the public via the Trust's annual report. Such updates are prepared in accordance with the requirements of the Taskforce on Climate-related Financial Disclosure (TCFD) as adopted for NHS annual accounting processes.</p> <p>Dedicated Environmental Officer/Sustainability Officer roles exist within the Estates and Facilities department.</p>	
Risk Assessors recommended actions to further reduce the risk	<p>Progress regarding delivery of Green Plan actions will require regular review via the Sustainability Board, with additional assistance/resources identified as necessary to ensure national targets within the plan are delivered to timescale.</p> <p>Sustainability Board to be reconstituted to further enhance its programme oversight role; revised membership has been reviewed and approved by the Executive Committee.</p> <p>Further programme of engagement and training activities will be required, aided by recent re-establishment of a network of Green Champions.</p>	
Assurance	<p>Sustainability Team lead on the activity to develop and support carbon reduction and net zero as per national targets.</p> <p>Green Plan (22-24) coming to an end with next version (25-27) in development.</p> <p>Workstream leads identified and in place to develop activity.</p> <p>Reporting to Sustainability Board, Performance Committee and Trust Board in relation to progress.e</p>	
Gaps in Assurance	<p>Governance, reporting and monitoring plans have been re-constituted and need to embed, alongside the preparation of the next Green Plan for beyond 2024.</p> <p>Additional capacity and capability in preparation of plans. This includes review of the organisation's culture of sustainability and how this is embedded into every day practices.</p> <p>Corporate policies and other strategies (e.g. procurement, workforce, finance etc) require review to ensure alignment to environmental sustainability ambitions. To be undertaken as part of strategy refresh.</p> <p>Strategic review with PFI provider and other estate services of future plans for building enhancements and delivery of sustainability measures as part of future plans.</p>	
Levels of Assurance (182)	Adequate	
BAF risks - Does this risk have an action plan on Datix? (179)		
Progress notes	<p>[Daws, Eleanor - 14/02/2025] No change to the risk</p> <p>[Mains, Kirsty - 14/01/2025] Work continues to develop sustainability activity within the organisation, including updating of the Green Plan, development of the Adaptation Plan, continued meetings of Joint Energy Efficiency Group and Decarbonisation Sub Committee, and development of workplans to support this activity.</p> <p>The Sustainability Board will meet on 20 January 2025 for the next quarterly meeting to discuss progress and activity.</p>	
Committee Responsible for the Risk	Sustainability Board, Performance Committee and the Trust Board	
Date last reviewed		14/02/2025
Review date		14/03/2025
Directorate	Estates	
Trust Objectives 2022-24	6. Achieve sustainability	