AGENDA ITEM	15.2
TITLE OF PAPER	Risk Register Review
Confidential	**YES**
Suitable for public access	**NO**
PLEASE DETAIL BELOW THE OTHER SUB-COMMITTEE(S), MEETINGS THIS PAPER HAS BEEN VIEWED	
None	
STRATEGIC OBJECTIVE(S):	
Quality Of Care	√	
People	√	
Modern Healthcare	√	
Digital		
EXECUTIVE SUMMARY	
	There are 5 key issues identified from review of the Risk Register;

1. For open risks the 'moderate' risk rating is most prevalent representing 62% of all live risks. Some of these risks have been on the register too long.

2. There are 44 open risks which have no documented controls in place. Within 6 months Divisional Teams will be tasked with addressing this and reporting progress to Risk Scrutiny Committee.

3. There are 66 open risks over 2 years old. Services and divisions should review these risks and ensure all action plans are SMART which includes identifying a timeframe for reduction.

4. **Themes** in the moderate risk category are staffing and capacity, lost to follow up (potential and actual), laboratory testing delays, medicines management. 3 out of 4 of these themes are also on the Corporate risk register.

5. Risk management efforts in the organisation are not currently reflected in a systematic way in our risk register. For risks closed in 2017/18 minor or negligible risks were on the register on average 4 years and 1.5 years |

<table>
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respectively.

Actions required are;

1. There should be a standard operating procedure for the Risk Register which reflects the Trust Risk Management Strategy and Risk Appetite.

2. A systematic review of the Risk Register is required over 6 months monitored by the Risk Scrutiny committee

3. Reports to be provided to Divisions by the datix administrator to support a process of administrative cleansing

4. Risk management training should be updated.
</td></tr>
<tr><td colspan="3">RECOMMENDATION:</td></tr>
<tr><td colspan="3">SPECIFIC ISSUES CHECKLIST:</td></tr>
<tr><td>Quality and safety</td><td colspan="2">Yes</td></tr>
<tr><td>Patient impact</td><td colspan="2">Yes</td></tr>
<tr><td>Employee</td><td colspan="2"></td></tr>
<tr><td>Other stakeholder</td><td colspan="2"></td></tr>
<tr><td>Equality & diversity</td><td colspan="2"></td></tr>
<tr><td>Finance</td><td colspan="2"></td></tr>
<tr><td>Legal</td><td colspan="2">Yes</td></tr>
<tr><td>Link to Board Assurance Framework Principle Risk</td><td colspan="2">Yes</td></tr>
<tr><td>AUTHOR</td><td colspan="2">Jacqui Rees – Assistant Director of Patient Safety</td></tr>
<tr><td>PRESENTED BY</td><td colspan="2">Sue Tranka - Chief Nurse</td></tr>
<tr><td>DATE</td><td colspan="2">25 June 2018</td></tr>
<tr><td>BOARD ACTION</td><td colspan="2">Receive for Assurance</td></tr>
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1. Introduction

This paper presents a high level review of the Trust Risk Register across all Trust services and divisions and includes all open risks as the register stands in May 2018. Analysis of all risks closed over the last year 2017/18 is also included to demonstrate how actively Trust risks are managed. The overall aim of this paper is to identify any improvements required to ensure timely, effective and proactive management of organisational risk is represented in the Trust Risk Register.

2 Background

The current risk management strategy sets out the risk management process for identifying, assessing, analysing, reporting, mitigating, monitoring and reviewing risks. Risks identified that cannot be resolved immediately are incorporated into the Trust Risk Register. The Risk Matrix is the risk tolerance measurement tool which supports consistent assessment, prioritisation and comparison of risks across the organisation. A robust action plan to resolve the risk should be reviewed and adjusted to the point where the risk is acceptable according to the Trust Risk Appetite or it is low or has been eliminated. The risk mitigation action plan review schedules are detailed below and indicate how actively a risk should be managed.

| Risk Rating	Risk Score	Review schedule
RED/RED – Catastrophic	16 - 25	1 month
RED - Major	15	6 weeks
ORANGE - Moderate	8 -12	3 months
YELLOW - Minor	4 - 6	4 months
GREEN - Negligible	1-3	6 months

2. Risk Profile - All Live Risks

There are currently 149 risks open on the Risk Register across all services. The ratings of these risks are detailed in Graph 1 which shows the 'moderate' risk rating to be most prevalent representing 62% of all live risks. Graph 2 details all service areas with 9 or more open risks and as expected the 4 Divisions own the majority of the risks.

Graph 1
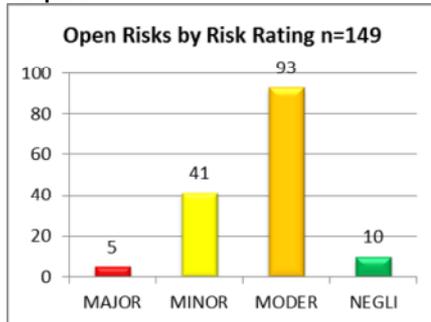
Graph 2
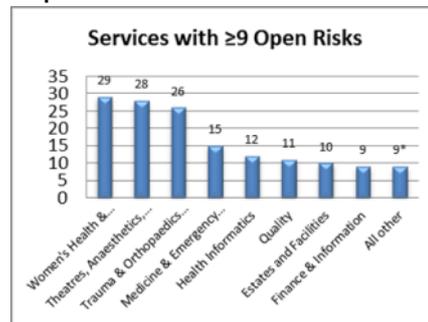
*Other Services include Workforce Transformation, Chief Nurse, Corporate Affairs, Performance Improvement and Pharmacy

3. All Live Risks - Duration Open

Understanding how long risks in the organisation remain on the Risk Register is important when considering whether they are proactively managed across services to the point of tolerance or elimination.
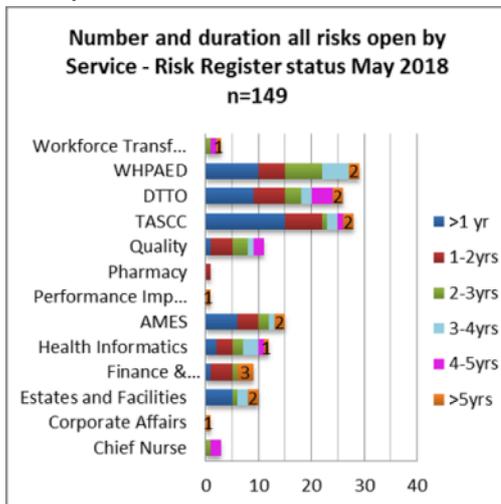
Graph 3 below shows the number of open risks in each service or division stratified by the length of time open ranging from less than 1 year to over 5 years. All bar 3 service areas have at least 1 risk open over 5 years old.

Of the 17 risks open for longer than 5 years 15 have accepted the risk at its current level. However, whilst 3 were 'negligible', 5 minor and 6 moderate, 1 was recorded as tolerated as a major risk. The Major risk relates to the Trust electrical distribution system; the risk has been updated 27 times over a period of 13 years (just over 6 monthly) which suggests it is being monitored, however there are no controls described and it is unclear from updates whether there have been any failures/incidents in the 13 years. The risk is currently on the Corporate Risk Register.

The 6 moderate risks in this section should be reviewed to ensure they are in line with the Trust risk appetite and require no further reduction.

There are a further 44 open risks which have no documented controls in place. 5 of these were accepted risks. It is acknowledged that for some of the risks being 'treated' there are no controls, however the service and divisional teams should review their risks and ensure the controls they have in place whilst 'treating' the risk are recorded on the Risk register as appropriate.

Graph 3

Number and duration all risks open by Service - Risk Register status May 2018 n=149

Graph 4

Risks open ≥ 2 years by Service/Division n=66

Graph 4 shows the number of risks open for 2 years or more by service or division n=66. Of these 7 were rated negligible, 33 minor, 23 moderate and 3 major. 12 risks are accepted at their current level with one of these Major (discussed above) 5 moderate, 3 minor and 3 negligible. The remaining 53 risks are being treated and 1 risk had no objective to treat or accept the rating level stated.

Having risks on the risk register still being treated after two years suggests a high volume of intractable risks that teams are having difficulty solving, lack of active risk management, Datix administration issues, training needs or a combination of these issues. Services and divisions should review risks over 2 years old in this context and complete any empty fields on Datix.

4. Open Moderate Risks n=93 (see appendix 1 for type of risk and description)

Moderate risks represent the highest volume of open risks and the most significant potential impact on the Trust. Graph 5 below shows how long all moderate risks have been open on the risk register by service/division.

38% of these have been open 0 - 6 months, 27% 1-2 years and 35% have been open longer than 2 years and categorised as being 'treated'. These risks should be reviewed to ensure all action plans are SMART which includes identifying a timeframe for reduction.

Across the whole Risk Register the number of updates is inadequate for moderate level risks which require 3 monthly reviews if being treated. Where risks have been updated less than 3 monthly the risk

should be reassessed to ensure it is at the correct level and the action plan reviewed to ensure it supports timely progress towards the appropriate tolerance level.

Graph 5

'Moderate' risks by Service & Duration open n=93
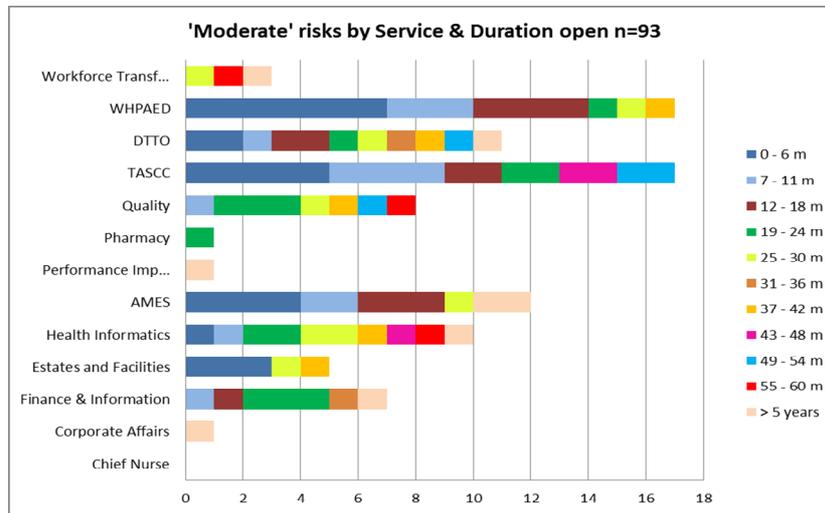
For moderate risks over two years old we need to review these against the Trust strategy and objectives and decide whether the organisation is still treating them or whether it has accepted the current level of risk. This will work to shape the Trust Risk Appetite.

There may also be some scope to redefine the review schedules in the risk matrix extending the 'moderate' reviews to 6 monthly and increasing the lower risk reviews to quarterly.

A detailed look at the 93 service and divisional Risks highlights a number of themes persisting in the moderate risk category as follows; staffing and capacity, lost to follow up potential and actual, laboratory testing delays, medicines management. Teams should check whether service business plans reflect these themes where appropriate. All of these themes except staffing are reflected in the corporate risk register.

Staffing features a number of times in each divisional register. The Divisions should consider having an overall integrated staffing risk across their services to ensure the overall impact is not diluted.

5. Movement activity Risks Closed April 2017– March 2018

**5.1 Duration on Risk Register**

In the last financial year 66 risks were closed across the Trust. 47% of these were less than one year old and 73% less than 2 years old (Graph 6 below). The average length of time taken for risks to be closed by final risk level at closing is summarised in graph 7.

To get a risk to the point of being minor or negligible took on average 4 years and 1.5 years respectively. This suggests our risk registers are not actively managed and/or updated. Risk management efforts in the organisation are not currently reflected in a systematic way in our risk register. This is further demonstrated in Graph 8 overleaf.
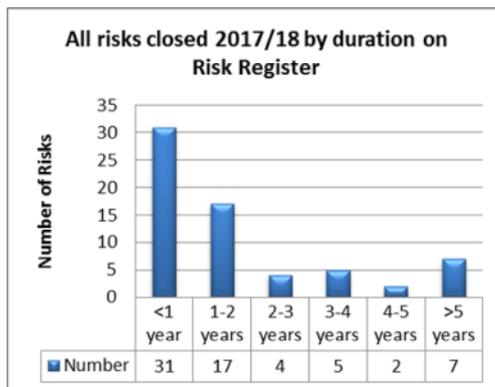
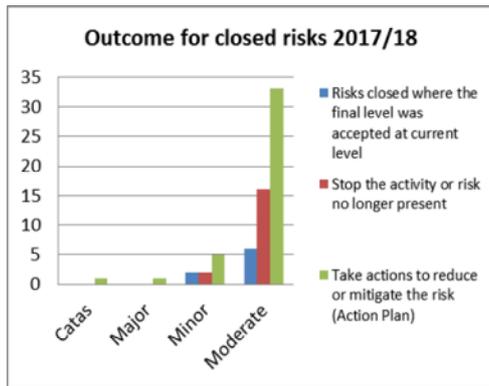**Graph 6**   **Graph 7**
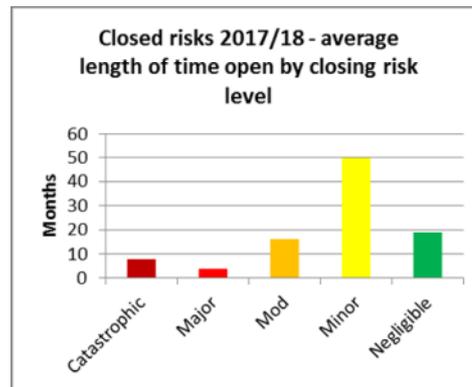
5.2   Outcome of risks closed

The outcome of risks closed 2017/18 in graph 8 above shows 60% of closed risks were recorded as still requiring action to mitigate the risk.12% of risks were closed accepting the final level of risk and 27% closed where risk was no longer present.
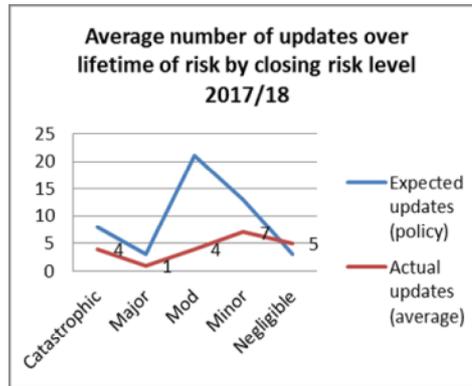
One Catastrophic risk was closed within 1 year of being raised and 1 Major risk, 55 moderate risks were closed in 2017/18; 24 within 1 year of raising, 17 within 1 - 2 years of raising and 9 over 2 years of raising. 9 minor risks were closed in 2017/18; 5 within 1 year of raising, and the longest open were 2 open for longer than 5 years

For 'moderate' risks there is no evidence of final risk levels being explicitly linked to a Trust Risk Appetite. Based on closure levels of risks the Trust is implicitly demonstrating a moderate tolerance for staffing gaps, training, potential for service capacity issues to cause delays in diagnosis and end of life care pathways.

Graph 8

Graph 9

Outcome for closed risks 2017/18

Average number of updates over lifetime of risk by closing risk level 2017/18

The required updates in graph 9 shows , based on the final risk level the rate of risk update was not adequate for closed risks. The picture is likely to be slightly worse that the graph suggests if it is assumed that many of the risks (although not all) would have been assessed at a higher level when opened and therefore required more updates at this higher level.

It is acknowledged also that there may also be a Datix administration element to this issue which suggests training is required.

Actions required

- There should be a standard operating procedure for the Risk Register which reflects the Trust Risk Management Strategy and Risk Appetite.

- A systematic review of the Risk Register is required over 6 months monitored by the Risk Scrutiny committee.

- Reports to be provided to Divisions by the Datix administrator to support a process of administrative cleansing of the risk register.

- Risk management training should be updated.