

Risk ID: 3165	Risk owner: Pisani, Anita	Risk handler: Pisani, Anita	Risk Grading:		
Directorate: Trustwide	Date recorded: 09/03/2020			L	C
Specialty: Not Applicable	Anticipated completion date: 31/03/2022		Initial:		12
Clinical Group: Trust Wide	Risk committee: Board		Current:	Unlikely - 2	Major - 4
Risk Title: Complexity of System Working			Target:	Unlikely - 2	Major - 4
Principle Trust Objective: Collaborate with others, Provide outstanding care	Source of Risk: Meetings	Risk level Current: High	Last Review Date: 11/01/2022		
Risk description: There is a risk that the Trust does not have sufficient capacity and capability to manage and meet commissioner and patients expectations, due to the complexity of system working.	Significant Hazards: Complexity of system working Maturity of working relationships Ability for all system partners to collaborate Competition Insufficient capacity and capability to work effectively across and within different systems				
Progress update: [Pisani, Anita 11/01/22 16:47:20] No change to scoring at target level. Continue to work collaboratively across the many systems in which the Trust operates and also actively leading on a number of system wide issues in the areas that the Trust operates. In addition, various people in the Trust are involved in developing the new governance arrangements for future ICS structures. Areas of particular focus are the development of the Children and Young Peoples Collaborative in Cambridgeshire and Peterborough ICB and also Bedfordshire Care Alliance in BLMK ICB.	Controls in place: Joint Partnership Board with Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) - chaired by Non-Executive Directors Board to Board with CPFT as required Integrated Leadership Structure for 0-19 services across Cambridgeshire and Peterborough Joint Transformation Board with Commissioners - Cambridgeshire and Peterborough Children Services Joint Partnership Board with East London Foundation NHS Trust - Executive led Variety of joint work streams in place with East London Foundation NHS Trust on delivery of Bedfordshire Community Health Services Joint Away Days taking place within Bedfordshire Community Health Services Bedfordshire Care Alliance Enhanced Models of Care across Luton system Luton Transformation Board CEO and Chair member of Cambridgeshire and Peterborough STP Board CEO and Chair attend BLMK wide Executive meetings Monthly internal meeting of virtual internal systems development team Additional capacity created from April 2020 to focus on systems working/development activities Service Director for Cambridgeshire and Peterborough Services SRO for Best Start in Life Programme of work Norfolk Alliance and agreement signed Bedfordshire and Luton Health and Social Care Cell - co-chair and regular meetings BLMK Performance and Delivery Group Princess of Wales Programme Board and Outline Business Case Representation on BLMK ICS Steering Group North Cambs development and Programme Board				

Risk ID: 3436	Risk owner: Pisani, Anita	Risk handler: Hartley, Mrs Angela
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Directorate: Trustwide	Date recorded: 17/11/2021
Specialty: Human Res. and Org. Development	Anticipated completion date: 29/07/2022
Clinical Group: Trust Wide	Risk committee: Board

Risk Title: Mandated Covid-19 vaccination for patient facing NHS staff

Principle Trust Objective: Be an excellent employer, Provide outstanding care	Source of Risk: Meetings
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Risk description:
There is a risk that if a number (or %) of patient facing staff do not wish to have the Covid-19 vaccination then they may leave the organisation leading to; a reduction in service offering/patient contact and a reduction in skilled workforce.

Progress update:
[Pisani, Anita 11/01/22 16:45:19] HR team are currently working through data gaps in central reporting to identify those staff who are not vaccinated. This work is due to be complete fry Friday 14th January 2022. This risk will then be reviewed early next week. In addition, communications are being shared widely with all staff on the change of the law on 1st April 2022 so that individuals are able to make an informed decision. Access to 1:1 conversations also being offered with Medical Director and Chief Nurse. The HR team are also assessing which posts are excluded from the mandate and this information will be discussed at Execs next week. No change to scoring at the current time.

Risk Grading:			
	L	C	
Initial:			12
Current:	Possible - 3	Major - 4	12
Target:	Unlikely - 2	Minor - 2	4

Risk level Current: High	Last Review Date: 11/01/2022
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Significant Hazards:
Patient facing staff not wishing to have the vaccine

Controls in place:

- Review to understand the current data set - how many staff have not had the vaccine? and where are these staff
- Will review the guidance when released - identifying who is exempt from the vaccine (short term and long term exemption) and which roles are included in the patient facing criteria
- Staff who have no vaccination status on Trust records to be contacted
- 121 sessions being offered with the Chief Nurse/ Medical Director and Chair of the Diversity Network
- Webpage updated weekly with information
- Weekly message sent out post IMT with Covid-19 related information
- Chief Nurse/ Medical Director/ Diversity Network Chair to attend Q and A's with services
- Identify processes for recruitment to ensure staff are vaccinated
- identify process post 1st April for staff who do not wish to have the vaccine

Risk ID: 3300	Risk owner: Winn, Matthew	Risk handler: Howard, Kate	Risk Grading:		
Directorate: Large Scale Vaccination	Date recorded: 15/12/2020			L	C
Specialty: Not Applicable	Anticipated completion date: 31/03/2022		Initial:		12
Clinical Group: Not applicable	Risk committee: Board, Mass Vaccination Programme COB		Current:	Unlikely - 2	Major - 4
Risk Title: Mass Vaccination			Target:	Unlikely - 2	Major - 4
Principle Trust Objective: Collaborate with others, Provide outstanding care		Source of Risk: Risk assessment	Risk level Current: High		Last Review Date: 11/01/2022

<p>Risk description: Delivery of the mass vaccination programme for our staff and to the communities across Norfolk & Waveney, Cambridgeshire & Peterborough may be impeded by a range of factors including workforce supply and vaccine which could result in continued risk to our staff, the delivery of services to patients and those communities awaiting vaccination.</p> <p>There is also a reputational risk to the organisation in relation to delivering the 'hub' model within the required national timeframes.</p>	<p>Significant Hazards: The vaccination- (Pfizer, Moderna and the Oxford vaccine) The hub environment- e.g. internet connection, IT equipment Workforce issues- not enough staff available to staff the vaccination hubs</p> <p>Controls in place: A number of controls are in place to support the mass vaccination programmes these include: <ul style="list-style-type: none"> - Training packages are identified for staff in differing types of roles (including vaccinator specific education) - day 1 information pack has been developed for all staff at the mass vaccination sites (which includes updates on key topics such as incident reporting and safeguarding) - Rotas have been developed for the mass vaccination sites so that gaps can be identified and planned for. Staffing meetings happen on a daily basis so that safety is maintained. - Recruitment is still underway, with a number of roles being advertised (including volunteers) - Governance process in place to ensure practices are safe and have been assessed and approved internally - Communication plan continues to update staff, alongside the daily site huddles and staff meetings - National communication messages are being utilised as needed (including using nationally developed booklets for vaccine specific details) -Emergency protocols are in place for anaphylaxis post vaccination, emergency equipment has been ordered and will be available as needed -Teams have been advised not to have high numbers of staff vaccinated on the same day due to any potential side effects -Consent flowchart has been developed for the mass vaccination site folders, phone numbers for safeguarding support have also been included -Safeguarding training/ updates will be available for staff working within the vaccination site - Quality assurance meetings are taking place with NHSE prior to sites opening - quality assurance processes are being undertaken and submitted regionally and the Trust has undertaken a local QIA and IPaC audit in relation to the programme - IPac audits are being completed monthly - The Mass Vaccination programme has a dedicated COB and is discussed in the Safeguarding and IPaC Committees - Mass Vaccination sites have their own quality dashboards so risks can be identified and monitored - The mass vaccination programme board is firmly established </p>
<p>Progress update: [Howard, Kate 11/01/22 16:25:11] Risk rating reviewed and remains the same.</p>	

Risk ID: 3323	Risk owner: Winn, Matthew	Risk handler: Winn, Matthew	Risk Grading:		
Directorate: Large Scale Vaccination	Date recorded: 27/01/2021			L	C
Specialty: Large Scale Vaccination	Anticipated completion date: 31/03/2022		Initial:		12
Clinical Group: Trust Wide	Risk committee: Board, Mass Vaccination Programme COB		Current:	Possible - 3	Major - 4
Risk Title: Organisational Reputational Risk for Co-Vid Mass Vaccination Centre Lead Provider Contract			Target:	Unlikely - 2	Major - 4
Principle Trust Objective: Collaborate with others, Provide outstanding care	Source of Risk: Risk assessment	Risk level Current: High	Last Review Date: 11/01/2022		
Risk description: Risk to organisational reputation of delivery of the Lead Provider Contract for the roll-out of the Mass Vaccination Programme for Cambridgeshire & Peterborough and Norfolk & Waveney given the significant pace, complexity and political profile of the programme.	Significant Hazards: The reputation of the organisation is at risk if the programme is not delivered according to national, regional and local expectations or requirements. Hazards include: - inadequate programme leadership or governance and/or insufficient programme resourcing is not sufficient to deliver a high quality programme -poor risk identification and/or management/escalation -Executive Committee and Board not sufficiently sighted on major risks and/or receiving assurance on mitigation -vaccine supply is not forthcoming (risk x refers) -insufficient workforce to fill rosters across multiple sites (risk x refers) -equipment supply is not forthcoming or sufficient to safely open sites -flow is not well-managed and or/not co-vid secure -capacity for delivery and/or vaccine supply does not allow pace through the cohorts in line with other parts of the region or country				
Progress update: [Winn, Matthew 11/01/22 16:50:26] Review of risk by MW: The scoring; mitigation and detail associated with the risk are still correct and appropriate. The success of the Trust and wider system partners in both counties, means that the population given the booster jab is above the national average and within the expectations set by the national vaccination team.	Controls in place: -leadership team directly accountable to CEO -weekly formal programme reporting to Executive Committee with regular informal briefings throughout the week - programme risks being signed off and the highest risks reported weekly to Executive Committee -bi monthly Mass Vaccination Clinical Operational Board set up from March 2021 -leadership team participating in national, regional and local programme governance -collaborative and effective partnerships established with all key partner organisations -strong communications support to ensure clear messaging and management of expectations - new senior programme manager and logistics manager in place				

Risk ID: 3163	Risk owner: Pisani, Anita	Risk handler: Pisani, Anita	Risk Grading:	
Directorate: Trustwide	Date recorded: 09/03/2020			
Specialty: Not Applicable	Anticipated completion date: 31/03/2022			
Clinical Group: Trust Wide	Risk committee: Board			
Risk Title: Reduction in staff morale could adversely affect the delivery of high quality care				

	L	C	
Initial:			8
Current:	Almost Certain - 5	Major - 4	20
Target:	Unlikely - 2	Major - 4	8

Principle Trust Objective: Be an excellent employer, Provide outstanding care	Source of Risk: Meetings	Risk level Current: Extreme	Last Review Date: 11/01/2022
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Risk description: There is a risk that the delivery of high quality care will be adversely affected if levels of staff morale reduce.	<p>Significant Hazards: Demands of the service exceeding capacity available Insufficient staff to deliver service Turnover Vacancies Staff absences - sickness; maternity; training etc Length of the Covid-19 pandemic and pace at which services/individuals are expected to respond.</p> <p>Controls in place: Annual staff survey and delivery of improvement plans - Trust-wide and local plans - Staff morale feedback - best in class and 8th nationally for all NHS providers Quarterly staff friends and family surveys Discussions and resulting actions from Wider Executive team meeting Appraisal rates and quality of appraisals 1:1s and team meetings Monthly quality dashboard Quality Dashboard Clinical Operational Boards Freedom to Speak Up Guardian and Champions Guardian of Safe Working role in place to support junior doctors GMS survey feedback Raising Matters of Concern log Bespoke Leadership and Team Development Sessions Deloitte external review of Well-led and Care Quality Commission Inspection Feedback - last inspection report August 2019 - Outstanding for Well-led Live Life Well Activities - Health and Wellbeing Champions Staff Side Chair - confidential helpline in place Corporate Induction and local induction systems and processes Bi-annual workforce reviews Daily Incident Management Team meeting Daily sitrep Digital Q&A sessions put in across all Divisions - first set taking place week of 6th April 2020 Detailed FAQs regularly shared with all staff JCNP Formal meeting structures / Regular contact with Staff Side Chair Rolling out of staff vaccination programme</p>
Progress update: [Pisani, Anita 11/01/22 16:54:38] Scoring to remain the same as services continue to report impact of current pressures on staff morale across services. All other mitigations also continue though to support staff through these challenging times.	

Risk ID: 3167	Risk owner: Winn, Matthew	Risk handler: Winn, Matthew
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Directorate: Trustwide	Date recorded: 11/03/2020
Specialty: Not Applicable	Anticipated completion date: 31/03/2022
Clinical Group: Trust Wide	Risk committee: Board

Risk Title: System planning

Principle Trust Objective: Be a sustainable organisation, Collaborate with others	Source of Risk: External assessment
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Risk description:
As the NHS is performance managed and discharges accountability at system level, there is a risk that the Trust is treated only through the view of the challenged Cambridgeshire/Peterborough system and therefore access to capital; revenue support and discretionary national transformation monies are not available to the organisation

Progress update:
[Winn, Matthew 11/01/22 16:55:21] Risk scoring and mitigation reviewed.
The scoring and mitigations are still current and appropriate.
The planning guidance for 22/23 financial year has been published and therefore the next 8 weeks will be key to ensure that the capital and review allocations are appropriate for the Trusts - with most centrally led planning being funnelled through Cambs/Pet.

Risk Grading:			
	L	C	
Initial:			12
Current:	Unlikely - 2	Major - 4	8
Target:	Unlikely - 2	Major - 4	8

Risk level Current: High	Last Review Date: 11/01/2022
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Significant Hazards:

1. national Policy to move to "system by default"
2. Provider financial health is more directly linked to the financial health of the "system"
3. Cambs/Pet has the one of the largest financial deficit in the NHS

Controls in place:

1. The Trust has spread its income and expenditure base across two STP footprints to more readily reflect its regional footprint
2. the Trust to play its full part in the service areas of MSK and Children in Cambs/Pet - but nothing else
3. full stakeholder relationships and executive visibility in place to influence the relevant decisions being made

Risk ID: 3166	Risk owner: Howard, Kate	Risk handler: Howard, Kate	Risk Grading:	
Directorate: Trustwide	Date recorded: 10/03/2020			
Specialty: Not Applicable	Anticipated completion date: 31/03/2022		L	C
Clinical Group: Trust Wide	Risk committee: Board		Initial:	4
Risk Title: There is a risk that patients and service users do not receive outstanding care if services fail to remain compliant with CQC			Current:	8
			Target:	8

Principle Trust Objective: Be an excellent employer, Provide outstanding care	Source of Risk: Risk assessment	Risk level Current: High	Last Review Date: 11/01/2022
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Risk description:
There is a risk that patients and service users do not receive outstanding care if services fail to remain compliant with CQC Fundamentals of Care standards

Progress update:
[Howard, Kate 11/01/22 16:29:50] Risk reviewed and remains the same.

Significant Hazards:
A number of factors (some of which are listed below) could combine which would then result in poor patient experience and increased patient safety incidents.
(This will also negatively impact on compliance with regulatory standards)
- Staff absence at wo

Controls in place:
Relaunch of 'Our Quality Improvement Way'
Rolling Peer Review Programme outcomes triangulated with annual service CQC self assessments
Quality Early Warding Trigger Tool monthly completion by all teams
Quality reports to Clinical Operational Boards and Board
Bi annual Workforce review to Board (May and November Public Boards)
Back to the floor programme continues - summary taken to Wider Exec Team
Ongoing annual CQC Inspection cycle which now includes staff focus groups and Inspector attendance at key meetings ie Board
Staff feedback (including staff survey)
Whistleblowing and raising Concerns processes well embedded with report to Board x 2 (Chief Executive report) and annually from freedom to Speak Up Guardian reports
Clinical audit programme - reports to Clinical Operational Boards and Quality Improvement and Safety Committee
Patient and Staff feedback mechanisms ie FFT
Patient Stories to Board
Internal audit programme (Quality elements)
Improvement plan for the CQC identified 'Areas for Improvement' August 2019
Establishment of trust wide 0-19 services clinical leads group - This group feeds into the trust wide quarterly Children's services group
Oversight of actions at Wider Exec group
Quality Data continues to be regularly triangulated with Workforce information at Service, Clinical Operational Board and Board level
Major Incident management process invoked with daily trust wide sit rep meetings including escalation of issues ie staffing, IP&C, maintenance of essential services.
Robust Major incident governance structure in place with daily Situation reporting of staffing, incidents, risks and PPE situation.
new control - IP&C Board Assurance Framework initial self assessment undertaken and presented to Trust Board - will be monitored monthly by IPC Huddle and at each IPC Committee
new control - Safeguarding risks/ issues are reviewed at the Safeguarding huddle and via the Safeguarding Committee
new control - 10 recommendations IPaC and testing (published in Nov 2020) has been reviewed via a gap analysis - any actions will be monitored via the IPaC Committee
Internal governance log and thematic reviews (e.g. pressure ulcers) continue to be circulated

Risk ID: 3426	Risk owner: Hawkins, Rachel	Risk handler: Downey, Jo (Inactive User)
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Directorate: Trustwide	Date recorded: 05/10/2021
Specialty: Secretariat (Resilience & IG)	Anticipated completion date: 01/04/2022
Clinical Group: Trust Wide	Risk committee: Board, Executive Team Meeting

Risk Title: Winter surge

Principle Trust Objective: Be an excellent employer, Be a sustainable organisation, Collaborate with others. Provide outstanding care	Source of Risk: Risk assessment
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Risk description:
If there is a surge in Service demands over the months Nov- March (winter period), the Trust may not have sufficient resources leading to sub-optimal Service delivery.

Progress update:
[Hawkins, Rachel 06/01/22 11:09:55] Business continuity plans in place. Pressures increasing in from COVID staff absence in the systems.

Risk Grading:			
	L	C	
Initial:			12
Current:	Likely - 4	Moderate - 3	12
Target:	Likely - 4	Minor - 2	8

Risk level Current: High	Last Review Date: 06/01/2022
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Significant Hazards:
Reduced commissioned care delivery
Impact on staff emotional health and wellbeing
Adverse weather resulting in poor road conditions, travel limitations,
School closures resulting in staff shortages as staff may have caring responsibilities
EU Exit concer

Controls in place:
Heightened awareness by the Wider Executive team and Trust Board
Locally managed planning by all Services
Trust Winter assurance doc to be presented to Trust Board in November 2021
Enhanced collaboration with stakeholders across the region i.e. C&P winter surge meetings
Business Continuity lessons learnt from 2020/2021, walkthrough of potential concerns in 2021-2022, and a follow up business continuity exercise considered by all Trust Services by Oct 2021.
Trust pro-active planning for potential Emergency Dept closures at acute hospitals

Risk ID: 3164	Risk owner: Pisani, Anita	Risk handler: Pisani, Anita	Risk Grading:																		
Directorate: Trustwide		Date recorded: 09/03/2020	<table border="1"> <tr> <td></td> <td style="text-align: center;">L</td> <td style="text-align: center;">C</td> <td></td> </tr> <tr> <td>Initial:</td> <td></td> <td></td> <td style="text-align: center;">12</td> </tr> <tr> <td>Current:</td> <td style="text-align: center;">Almost Certain - 5</td> <td style="text-align: center;">Major - 4</td> <td style="text-align: center;">20</td> </tr> <tr> <td>Target:</td> <td style="text-align: center;">Unlikely - 2</td> <td style="text-align: center;">Major - 4</td> <td style="text-align: center;">8</td> </tr> </table>				L	C		Initial:			12	Current:	Almost Certain - 5	Major - 4	20	Target:	Unlikely - 2	Major - 4	8
	L	C																			
Initial:			12																		
Current:	Almost Certain - 5	Major - 4	20																		
Target:	Unlikely - 2	Major - 4	8																		
Specialty: Not Applicable		Anticipated completion date: 31/03/2022																			
Clinical Group: Trust Wide		Risk committee: Board																			
Risk Title: Workforce challenges affecting ability of services to maintain high quality care																					
Principle Trust Objective: Be an excellent employer, Collaborate with others, Provide outstanding care			Source of Risk: Meetings		Risk level Current: Extreme																
Risk description: There is a risk that the Trust is unable to maintain high quality care due to the number of services/teams facing workforce challenges.			Significant Hazards: Vacancies - hard to recruit to posts Turnover Staff Morale Sickness levels Demands on services Numbers of Covid positive cases Length of Covid pandemic and lockdown restrictions Significant increase in demand for some service lines Expectations of service users/patients Controls in place: Monthly workforce KPI data shared with all Service Directors - turnover; sickness; stability; appraisal and mandatory training compliance Bi-annual workforce reviews with all service areas - May and November each year Quality Dashboard Raising Matters of Concern log and actions Bi-monthly Trust Board Quality Report Staff side chair identified as confidential link Freedom to Speak Up Guardian and Champions Live Life Well activities Workforce Race Equality Action Plan Back to the Floor feedback and actions Local Recruitment and Retention Premia in place where appropriate Staff Survey results and actions plans Care Quality Commission feedback Peer Reviews Business Continuity Plans Service self-assessments against 5 Care Quality Commission Domains Incident reporting weekly incident Management Team Meetings																		
Progress update: [Pisani, Anita 11/01/22 16:51:27] No change to scoring at the current time. Sickness absence levels continue to be a challenge in the majority of services across the Trust. Vacancy levels also a challenge in some teams, however, plans are in place to address this. Longevity of the pandemic continues to be a challenge as staff morale, resilience is lower than normal. Regular sit reps in place and agreed to continue with Q&As until end March 22 at the earliest.																					

Risk ID: 3337	Risk owner: Morris, Christopher	Risk handler: Morris, Christopher	Risk Grading:		
Directorate: Luton Community	Date recorded: 03/03/2021			L	C
Specialty: Adult Services (Luton)	Anticipated completion date: 30/04/2022		Initial:		16
Clinical Group: Unit Wide	Risk committee: Adult's Clinical Operational Board		Current:	Almost Certain - 5	Major - 4 20
Risk Title: Clinical staffing capacity			Target:	Unlikely - 2	Major - 4 8
Principle Trust Objective: Be an excellent employer, Be a sustainable organisation, Provide outstanding care	Source of Risk: Review of incidents/complaints/patient experience	Risk level Current: Extreme	Last Review Date: 10/01/2022		
Risk description: There is a risk that if the service is unable to achieve a level of staff capacity required it may not be able to maintain services to meet its commitment to providing the level of support and training deemed required that supports both high quality services and positive staff well-being.	Significant Hazards: The inability to recruit staff through a regular pipeline meaning that the desired / required staffing levels are not achieved leading to further pressure on retaining staff. Significant levels of staff absence as a result of staff sickness and isolation due to covid 19.				
Progress update: [Morris, Christopher 10/01/22 15:44:17] Risk score increased following senior leadership review and discussion. This risk has also been updated to reflect that it relates to covid-19 again and has increased in score. This change is due to the level of staff absence due to covid-19 related issues is significantly impacting service delivery over and above the risks relating to staff vacancies and non covid-19 related staff absence.	Controls in place: > Development of a rag status to support decision making in the event that there is insufficient capacity to see all patients. This approach is being supported by the medical director and Deputy chief nurse. > Daily system calls to update and alert partners of OPEL status and potential increases in acute service due to patients not being seen. > Introduction of a second operational SITREP discussion on a daily basis. > Requirement for all services to protect capacity to allow for daily dynamic risk assessment of patient need where provision has been delayed.) Introduction of local staff tracking template to plot and support planning in relation to the staff isolation periods. > Introduction of a contractual arrangement with an agency to find staff to be recruited into the service permanently (finders arrangement) > review and update of both newly qualified and wider nursing adverts > Commencing of a social media approach to recruitment supported by the Luton Communication partner > Making arrangements with the universities to scope out best way to engage with potential new recruits (nurse training cohort) in conjunction with Trust				

Risk ID: 3254	Risk owner: Peberdy, John	Risk handler: Harwin, Simon	Risk Grading:		
Directorate: Children and Young Peoples Services	Date recorded: 02/10/2020			L	C
Specialty: CYPS Trustwide (Risk Register Only)	Anticipated completion date: 31/03/2022		Initial:		12
Clinical Group: Trust Wide	Risk committee: Children's and Young People Clinical Operational Board		Current:	Likely - 4	Major - 4 16
Risk Title: Covid-19: Impact on Service Delivery across CYPS			Target:	Rare - 1	Major - 4 4
Principle Trust Objective: Provide outstanding care	Source of Risk: Risk assessment		Risk level Current: Extreme	Last Review Date: 05/01/2022	
Risk description: There is a risk that service delivery will be significantly impacted by the pandemic leading to potential detrimental impacts on the health and wellbeing of children and young people.		Significant Hazards: There are now 3 primary causes: - A surge in service demand; - Increased staff sickness/ absence caused by Covid 19 symptoms, isolation requirements or parental responsibilities; - National or local incidents of Covid 19 impacting on service delivery;			
Progress update: [Peberdy, John 05/01/22 13:10:35] Risk reviewed. Staff absence/sickness increasing due to the omicron variant. This is exacerbating issues in teams that had pre-existing staffing challenges or small teams. Business continuity plans continue to be used to mitigate clinical risks and therefore the risk score should remain at 16 (4x4) rather than increasing to 20 (likelihood score to 5) at this stage.		Controls in place: - 0300 SPoA's established for all CYP services with clinical pathways defined in each of the Trust's geographies; - business continuity plans plans are reviewed regularly by each service; - A clinical priority system is in place for all services ensuring clinical needs are addressed appropriately; - Website updated clearly detailing resources and service access points; - Social media campaigns in place; - Workstreams are in place to ensure children and young people with an EHCP and/or complex needs receive the services they require; and - Where a Practitioner is concerned, considers a safe option to attend the child's home/school with appropriate social distance/PPE - QIA's were completed and considered/agreed at Ethics Consideration meeting			

Risk ID: 3250	Risk owner: Howard, Kate	Risk handler: Shulver, Debbie
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Directorate: Trustwide	Date recorded: 04/09/2020
Specialty: Safeguarding	Anticipated completion date: 31/01/2022
Clinical Group: Trust Wide	Risk committee: Adult's Clinical Operational Board, Children's and Young People Clinical Operational Board, Strategic Safeguarding Group

Risk Title: Emotional impact of work force when exposed to high risk safeguarding incident

Principle Trust Objective: Be an excellent employer	Source of Risk: Risk assessment
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Risk description:
There is a risk that staff who have exposure to high risk safeguarding incidents will experience vicarious trauma, which may have negative impact on their psychological well being. This could result in increase in sickness & retention rates.

Progress update:
[Shulver, Debbie 07/01/22 15:13:41] Risk reviewed and currently remains unchanged. Sickness rates remain high in some teams and safeguarding teams also impacted on by leave over xmas period and sickness. A high profile child protection case has raised some staff concerns. Support for staff is being emphasised across the trust.

Risk Grading:			
	L	C	
Initial:			12
Current:	Likely - 4	Major - 4	16
Target:	Unlikely - 2	Major - 4	8

Risk level Current: Extreme	Last Review Date: 07/01/2022
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Significant Hazards:
increase in staff exposure to high risk safeguarding incidents both from services users & colleagues experiencing domestic abuse/violence alongside unintended consequences of decision made with respect to practice change as a result of Covid 19 pandemic management plan

Controls in place:
Individual risk assessments & reasonable adjustments completed for all staff which are under continued review via 1:1 management
Access to health & wellbeing service support inclusive of access to counselling provisions & occupational health
Specialist safeguarding supervision in place
Limited access to additional specialist psychological support
Incident management process places emphasis on learning & not blaming or fault finding, always considerate of professional support at both practice level and required emotional impact support

Risk ID: 3227	Risk owner: Howard, Kate	Risk handler: Shulver, Debbie	Risk Grading:		
Directorate: Trustwide	Date recorded: 03/08/2020			L	C
Specialty: Chief Nurse Directorate	Anticipated completion date: 31/03/2022		Initial:		12
Clinical Group: Trust Wide	Risk committee: Quality Improvement and Safety Committee, Strategic Safeguarding Group		Current:	Almost Certain - 5	Major - 4 20
Risk Title: Number and complexity of safeguarding enquiries			Target:	Rare - 1	Major - 4 4
Principle Trust Objective: Collaborate with others, Provide outstanding care	Source of Risk: Risk assessment	Risk level Current: Extreme	Last Review Date: 11/01/2022		
Risk description: There is a risk services will not have the capacity to provide timely and effective response to children & adult safeguarding enquiries during the pandemic. This may result in a failure to support multiagency decision making to assess actual or likely risk of significant harm and provide timely intervention to promote the wellbeing and protect children/young people and adults at risk of harm.	<p>Significant Hazards: Peak demand in safeguarding activities will result in a challenge to provide timely and effective assessments & interventions to mitigate harm to children & adults at risk Alongside reduction in staff competent to undertake this work due to significant number of staff vacancies</p> <p>Controls in place: Safeguarding surge needs to be managed by systems wide approach this cannot be addressed in isolation Request immediate assurance that the anticipated surge in safeguarding enquiries is a key focus of the existing systems wide Covid 19 pandemic Incident Management process inclusive of commissioners & other health providers The internal safeguarding team has been reviewed and resource has been increased in order to provide extra support for adult safeguarding work. Inform strategic health and safeguarding partnership decision making process and implementation of agreed safeguarding processes Develop and implement mechanism for early alert to emerging demand and capacity issues to facilitate timely and effective response Step up frequency of analysis safeguarding activity monitoring at local operational and central Trust wide levels, inclusive of MASH, MARAC, CPMA (inclusive of NAI) Adult safeguarding concerns raised by CCS professionals & Adult safeguarding enquiries inclusive of Provider Lead and Section 42 enquiries Consider the need to capture HCP & Specialist Children's Services & Luton Adult's safeguarding activities inclusive of reports & participation in meetings as safeguarding partnership agreements. Consider the need to step back to essential service provision for specific Children & Adult Services Trust wide as part of strategised response to manage safeguarding enquiries and timely effective interventions, as part of our safeguarding partnership systems responsibility. Develop mechanism for efficient and responsive communication system; to ensure that all professionals are made aware of their service and individual responsibilities to participate in safeguarding enquiries as integral to clinical responsibilities and timely communication of any change to existing internal or external safeguarding processes. Enhance ease of access to specialist safeguarding professional expertise for advice guidance, supervision to support case management and escalation as required, this may will require redeployment of professional to support MASH/MARAC operational processes Awareness and support for staff who may be subjected to vicarious trauma. Increase need for both line management and specialist psychological support Service Director meetings to explore Trust wide options. Demand & capacity work to inform increases in funding. Commissioning conversations (Beds & Luton) to explore funding options. New control: increase capacity in Luton and Bedford via additional posts (short term and permanent, recruitment and retention planning is in place, caseload reviews are being undertaken and BAU plans are being utilised to support teams were staffing levels are challenging.</p>				
Progress update: [Howard, Kate 11/01/22 16:28:40] Risk reviewed at the safeguarding huddle - post Christmas safeguarding has seen a surge of cases - there has been a noticeable increase of MASH enquires especially within the Cambridgeshire and Peterborough system. Additionally there has been an increase of covid related sickness within the safeguarding team and across the system. BCP plans are in place and are being reviewed regularly. Risk rating remains the same - review at the end of January.					

Risk ID: 3437	Risk owner: Morris, Christopher	Risk handler: Palmer, Sheron
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Directorate: Luton Community	Date recorded: 22/11/2021
Specialty: Adult Services (Luton)	Anticipated completion date: 01/03/2022
Clinical Group: Single Point of Access (SPA) - Luton	Risk committee: Adult's Clinical Operational Board, Luton Adults Programme Board

Risk Title: Reduced staffing capacity

Principle Trust Objective: Be an excellent employer, Be a sustainable organisation, Collaborate with others. Provide outstanding care	Source of Risk: Meetings
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Risk description:
There is a risk that if the trust does not have sufficient staffing capacity within SPOC then the service will not be able to meet its commissioned requirements in providing a focal point of contact for patients and professionals. This would result in potentially poor outcomes for patients through reduce response times and could lead to increased pressure on acute services where a potential community intervention could have been applied.

Progress update:
[Morris, Christopher 06/01/22 09:19:18] The position remains challenging but stable. Wider support being provided by the admin and AHF team to ensure sufficient capacity is maintained.
SD / HOS p.a has been re-deployed into SPOC for the next 4 weeks to add further capacity.

Risk Grading:			
	L	C	
Initial:			8
Current:	Likely - 4	Major - 4	16
Target:	Unlikely - 2	Major - 4	8

Risk level Current: Extreme	Last Review Date: 05/01/2022
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Significant Hazards:
The risk relates to a reduction of staffing capacity within SPOC

Controls in place:
interviews for new staff commencing this week. In the meantime the service is rotating staff from within the admin service to support in the short term which of course has an impact on wider service provision and staff capacity. Agreement being sought from finance director to allow the service to utilise available agency capacity from a provider not on the NHS procurement framework.