

## BAF Risks 2021/22

Current Risk Score			Target Risk Score		
Likelihood	Impact	Score	Likelihood	Impact	Score
<p><b>There is a risk</b> that patients could come to harm in our inpatient wards and that inpatient and community environments do not support therapeutic care; <b>caused by</b> environments that are not fit for purpose and present unacceptable risks to patient safety; <b>resulting in</b> an over reliance on enhanced observations, a restrictive approach to manage safety issues thereby deskilling staff, staff time dedicated to managing environments rather than delivering patient care and giving a very poor patient experience.</p>					
4	5	20	1	4	4
<p><b>There is a risk</b> that the reliance on legacy systems and technology leads to increasing network or system downtime and cyber security incidents; <b>caused by</b> historic system issues requiring complex maintenance, inadequate system monitoring, testing and maintenance, cyber security weaknesses, further development of legacy systems and delays in the procurement and roll out of replacement systems; <b>resulting in</b> patient safety and clinical effectiveness being compromised by a loss of access to key clinical and administration systems and data protection incidents.</p>					
4	4	16	1	4	4
<p><b>There is a risk</b> that we fail to attract and retain staff due to competition, reputation issues and the healthcare context, and do not find ways to present a sufficiently attractive, flexible offer of employment; <b>resulting in</b> a negative impact on the quality of the workforce and negative indicators for quality of care.</p>					
4	4	16	2	3	6
<p><b>There is a risk</b> that we fail to protect service users and staff from the spread of Covid19 infection; <b>caused by</b> operational systems and processes staff and patients not adhering to the relevant IPC guidance consistently; <b>resulting in</b> preventable spread of infection and risks to health and safety of our staff and the people in our care.</p>					
3	5	15	1	4	4
<p><b>There is a risk</b> that we will be unable to deliver essential improvements in the quality of care in all services within the agreed time frame to comply with the fundamental standards of care; <b>caused by</b> leadership changes, short staffing, cultural challenges, the lead in time for significant estates and ISMT actions and the impact of the global pandemic; <b>resulting in</b> risk of harm to people in our care and a breach in the Health and Social Care Act</p>					
3	5	15	2	3	6
<p><b>There is a risk</b> that we fail to identify key cultural and work pressures impacting on staff health and wellbeing, leading to ineffective interventions; <b>resulting in</b> low scores on the staff survey (low morale), high sickness absence levels and negative indicators for quality of care.</p>					
4	3	12	2	2	4
<p><b>There is a risk</b> that we fail to effectively develop and implement a new approach to strengthening leadership and improving the culture of our organization and/or align this with our organisational design; <b>resulting in</b> low staff morale, poor service quality and poor staff and service user feedback.</p>					
3	4	12	2	3	6
<p><b>There is a risk</b> that our long-term view of workforce planning and/or management of change fails to ensure roles meet future service needs; <b>resulting in</b> a disjointed approach and a disengaged workforce (industrial relation issues, increased sickness absence and poor staff retention, poor staff and service user feedback including NHS staff survey results.</p>					
3	4	12	2	3	6
<p><b>There is a risk</b> that we fail to deliver a break-even position in 2021/22; <b>caused by</b> factors including non-delivery of the financial plan or CIP targets and increased cost pressures; <b>resulting in</b> a threat to both our financial sustainability and delivery of our statutory financial duties</p>					
3	3	9	2	2	4
<p><b>There is a risk</b> that there is slippage or failure in projects comprising our transformation plans; <b>caused by</b> factors including non-delivery of targets by milestones, unanticipated costs arising or lack of sufficient capacity; <b>resulting in</b> service quality being compromised by the non-delivery of key strategic projects.</p>					
	3	9	2	3	6