

Ref	Strategic Outcome	Strategic Risk	Potential Cause and Impact	Grade (including change in risk)			Target score	Key Controls	Mitigating actions	Three Lines of Defence			Gaps in control/assurance	Completion Date for Actions	Responsible Director	Escalation
				L	S	Rating				First	Second	Third				
S01 Strategic Objective: Consistently high quality and safe patient care																
S01:1.1	Positive patient experience	Failure to provide good quality and safe service	<p>Cause</p> <ul style="list-style-type: none"> ✓ Uncontrolled urgent care demand, exceeding capacity ✓ Efficiency programme impact upon safety or reduce patient safety ✓ Inadequate staffing levels <p>Impact</p> <ul style="list-style-type: none"> ✓ Poor patient experience and standards of care ✓ Loss of reputation ✓ Financial penalties ✓ Regulatory intervention/action 	4	4	16	Quality Strategy	<ul style="list-style-type: none"> • SQD/safety thermometer data • RCA of SUIs • Ward triangulation metrics • Daily review of nurse staffing • Falls reduction plan • Sepsis reduction plan • Specialty governance reviews • Hygiene improvement plan • 7 day service plan • Patient safety walkrounds • Whistleblowing policy • Nursing workforce plan • Urgent care delivery plan including beds • Clinical Audit Plan 	<ul style="list-style-type: none"> • Quality metrics in monthly business unit reviews • Quality Strategy 	<ul style="list-style-type: none"> • Quality report to Board • Audit of Quality Account • Reports from HR and OD Committee • Annual nursing review • Patient experience, safety and mortality committee reports escalating to QGC • Patient Safety Meetings 	<ul style="list-style-type: none"> • Reports from QGC to Board • Reported elsewhere • Quality monitoring with CCG • NHSI external review (IDM) • Contract quality review with CCG 	<p>Gaps in control</p> <ul style="list-style-type: none"> • Implementation of hygiene improvement plan, housekeeping resource • QIAs not yet completed <p>Gaps in assurance</p> <ul style="list-style-type: none"> • Insufficient backlog maintenance investment • Absence of investment in 7 day service plan • Unclear role of CEC for accountability 	Completion of Quality milestones for the 2021 Programme to be monitored through the 2021 Programme Board.	Director of Nursing	No change	
S02 Strategic Objective: A clinically responsive organisation																
S02:2.1	Openness and transparency	Failure to provide good quality and safe service	<p>Cause</p> <ul style="list-style-type: none"> ✓ Failure to meet quality strategy standards ✓ Inadequately maintained or obsolete infrastructure ✓ Harm or error resulting from a failure to meet safe and responsive standards <p>Impact</p> <ul style="list-style-type: none"> ✓ Poor CQC rating ✓ Loss of reputation ✓ Regulatory intervention/action ✓ Significant failure of services due to prolonged loss of infrastructure 	3	4	12	Clinical Governance	<ul style="list-style-type: none"> • Clinical Strategy/LHAC/STP • Nurse recruitment and retention plans • Service review programme • Patient experience strategy • Patient experience committee • Staff engagement plan • Leadership programme • Job planning • Appraisals • Service improvement programme 	<ul style="list-style-type: none"> • Patient Safety and Clinical Effectiveness Assurance Report, Quality Report, Medicines Safety Report. 	<ul style="list-style-type: none"> • STP/LHAC/MTP update • Reports from HR and OD Committee • Reports from FSID • HR/OD report 	<ul style="list-style-type: none"> • Reported elsewhere • LHAC Programme Board • Patient experience committee reports to QGC 	<p>Gaps in control</p> <ul style="list-style-type: none"> • LHAC implementation delayed • Service review programme just initiated • Key care pathways not yet identified for review (STP) • Developing performance framework <p>Gaps in assurance</p> <ul style="list-style-type: none"> • STP governance structure • Clinical Strategy implementation governance arranged 	Completion of Hospital delivery and market share milestones for the 2021 Programme to be monitored through the 2021 Programme Board.	Chief Operating Officer	No change	
S03 Strategic Objective: Services shaped around patients needs																
S03:3.1	Efficient and effective services	Failure to deliver change / transformation	<p>Cause</p> <ul style="list-style-type: none"> ✓ Failure to deliver the Trust's clinical strategy/LHAC ✓ Failure of clinical services to plan for the future and failure to modernise major care pathways <p>Impact</p> <ul style="list-style-type: none"> ✓ Unsustainable services ✓ Poor patient experience ✓ Poor delivery of performance standards 	4	4	16	Clinical Strategy	<ul style="list-style-type: none"> • Clinical Strategy/LHAC/STP • Nurse recruitment and retention plans • Service review programme • Patient experience strategy • Patient experience committee • Staff engagement plan • Leadership programme • Job planning • Appraisals • Service improvement programme 	<ul style="list-style-type: none"> • LHAC Programme Board • Patient experience committee reports to QGC CSIG 	<ul style="list-style-type: none"> • STP/LHAC/MTP update • Reports from HR and OD Committee • Reports from FSID • HR/OD report • CSIG 	<ul style="list-style-type: none"> • Reported elsewhere • LHAC Programme Board • Patient experience committee reports to QGC 	<p>Gaps in control</p> <ul style="list-style-type: none"> • LHAC implementation delayed • Trust's medium term plan not yet finalised • Service review programme just initiated • Key care pathways not yet identified for review (STP) <p>Gaps in assurance</p> <ul style="list-style-type: none"> • STP governance structure • Clinical Strategy implementation governance arranged 	Completion of Clinical Strategy milestones for the 2021 Programme to be monitored through the 2021 Programme Board.	Medical Director	No change	
S03:3.2	Efficient and effective services	Failure to maintain effective partnerships	<p>Cause</p> <ul style="list-style-type: none"> ✓ Failure to plan collectively with local CCGs, Providers and Network providers ✓ Failure to secure collaborative provision of service ✓ Failure to provide adequate support for education ✓ Failure to foster good potential relationships <p>Impact</p> <ul style="list-style-type: none"> ✓ Unsustainable services in Lincolnshire ✓ Loss of income ✓ Loss of reputation 	3	4	12	Communication Strategy	<ul style="list-style-type: none"> • Developing partnership working. • Stakeholder management 	<ul style="list-style-type: none"> • STP meetings • Governance Framework 	<ul style="list-style-type: none"> • Monthly updates to the Trust Board including progress against key controls. 	<ul style="list-style-type: none"> • Reported through the 2 Year Operational Plan 	<p>Gaps in control</p> <ul style="list-style-type: none"> • Need to align to the wider STP communication plan • Alignment to the Trust's 2 Year Operational Plan and 5 Year Strategy <p>Gaps in assurance</p> <ul style="list-style-type: none"> • Part of a wider Communication Plan for the 2021 Programme 	Completion of Communication Plan milestones for the 2021 Programme which will outline each of the workstream communication milestones to be monitored through the 2021 Programme Board.	Medical Director	No change	

S03:3.3	Efficient and effective services	Failure to provide and maintain as statutorily required, premises where care and treatment are delivered from that are clean, suitable for the intended purpose, maintained and where required, appropriately located, in accordance with the NHS Constitution, CQC regulations and other statutory legal duties.	<p>Cause</p> <ul style="list-style-type: none"> Failure to plan effectively to deliver the built environment required for modern services Failure to meet built environment statutory standards and best practice guidance Failure to deliver a rolling programme of improvements Failure to align current estates model to future clinical redesign <p>Failure to invest in the built environment infrastructure to a sufficient level in both capital replacement and revenue maintenance over a prolonged period to ensure safety and reliability is assured</p> <p>Impact</p> <ul style="list-style-type: none"> Unsustainable services in Lincolnshire Loss of income Loss of reputation <p>Potential to harm patients, Staff and Visitors, including prolonged outage and loss of clinical facility impacting on patient safety</p> <p>Failure to comply with legal requirements leading to prosecution</p>	4	4	16	Very High Risk	<p>1. Backlog/ Maintenance Capital and Revenue Investment</p> <ul style="list-style-type: none"> Delivery of 16/17 capital backlog investment programme. Development of 17/18 and 5 year capital backlog investment programmes. Delivery of 16/17 revenue maintenance resources. Development of 17/18 and on-going revenue resources plans. <p>2. Estates Strategy</p> <ul style="list-style-type: none"> Delivery of Draft Technical Estates Strategy. Estates Strategy alignment with Clinical Strategy, including input to LHAC. Sale of land to release resources. Re-quantification of backlog maintenance scale to support investment planning. <p>3. Safety Governance Assurance Delivery of Revenue Compliance Plan</p> <ul style="list-style-type: none"> Electrical Infrastructure. Mechanical Infrastructure. Water Safety. Asbestos Management. Fire Safety. <p>4. Quality Governance Assurance</p> <ul style="list-style-type: none"> EFM Quality Patient Environment - food/ cleaning/ physical environment Energy and Sustainability 	1, 2, 3 & 4. Progress monitored through estates program governance reporting to Director of Estates and Facilities.	<p>1. Estates Capital Progress reporting to Trust IPB.</p> <p>2. Progress Reporting to Estates Environment Committee & LHAC Estates Programme Board.</p> <p>3. Progress Reporting to Estates Environment Committee, Trust IPC and Trust HSC.</p> <p>4. Progress Reporting to Estates Environment Committee & Trusts Sustainable Development Committee.</p>	1,2,3 & 4 Estates Committee report to FSID. 1,2,3 & 4 Estates National Reporting requirements through NHS PAM – for Trust Board Governance, National Estates performance data submissions (ERIC) and Lord Carter estates productivity and efficiency.	<p>Gaps in control</p> <ul style="list-style-type: none"> Inadequate backlog maintenance funding capital/ revenue Estates Strategy not complete LHAC implementation/clinical strategy delayed Re quantification of backlog maintenance not yet complete <p>Gaps in assurance</p> <ul style="list-style-type: none"> Programme management resources Compliance evidence capture limited by revenue availability 	1. 16/17 financial year 2. draft 2016/17, Land Sales 16/17, 17/18, backlog re quantification 16/17 fin year 3. Revenue Compliance Plan 16/17 and on-going 4. EFM Quality 16/17 & on-going Energy and Sustainability 16/17 & On-going	Director of Estates and Facilities	No change
S04 Strategic Objective: Skilled, competent and motivated workforce															
S04:4.1	Sustainable service delivery	Failure to sustain adequate workforce	<p>Cause</p> <ul style="list-style-type: none"> Poor workforce planning Poor workforce intelligence systems Recruitment and retention difficulties in "hard to get" skills Poor recognition and reward mechanisms Absence of new ways of working <p>Impact</p> <ul style="list-style-type: none"> Failure to deliver sufficient capacity to meet contracted obligation Poor patient experience and outcomes Poor CQC rating, regulatory action Loss of reputation 	4	4	20	Very High Risk	<p>People Strategy + Workforce Plans</p> <ul style="list-style-type: none"> Appraisal system Core learning Revised approach to medical and nurse recruitment - key priority for Trust in 2017/18 Engagement programme Leadership charter Leadership development programme Engagement plan for medical staff Job plans Collective action in the East Midlands and continued efforts to turn locums into permanent members of staff to mitigate IR35 	<p>People Strategy developed with five year focus on right numbers of people with right skills. People Strategy Work Programme sets out the actions to deliver the Strategy. KPIs have been identified to reflect priority areas (of which recruitment is one), monitored by Board through performance report. Workforce Plans will address one-year priorities around recruiting and retaining staff. Use of apprentices and development of new roles, plus review of skill mix within pathways will all, in longer term, help address issue. Additional temporary resources to be allocated to HR to take forward recruitment work being developed.</p>	<p>Integated Performance Report to Board & Workforce KPIs</p> <ul style="list-style-type: none"> Workforce and OD Committee Workforce Report Updates on progress on People Strategy Annual nurse establishment review Pulse check review by ET Work of Medical and Nursing Workforce Utilisation Groups - reviewed by ET 	<p>CQC</p> <ul style="list-style-type: none"> NHS Oversight Internal Audit 	<p>Gaps in control</p> <ul style="list-style-type: none"> Low appraisal and core learning compliance <p>Gaps in assurance</p> <ul style="list-style-type: none"> Lack of assurance and compliance with Trust values and behaviours Medical staff improvement programme 	Completion of Workforce Planning milestones for the 2021 Programme to be monitored through the 2021 Programme Board.	Director of HR	Increased the risk from 16 to 20 - Workforce and Organisational Development Committee
S05 Strategic Objective: Performance Improvement															
S05:5.1	Continuous improvement	Failure to sustain an engaged workforce	<p>Cause</p> <ul style="list-style-type: none"> Low levels of engagement, health and well being and satisfaction Inadequate training, appraisals and development Inadequate recognition of staff Non adherence to Trust values and behaviours Inconsistent leadership challenges caused by changes to tax arrangements for personal companies (IR35) <p>Impact</p> <ul style="list-style-type: none"> Poor patient experience and outcomes Loss of reputation Poor recruitment and retention prospects Poor CQC results 	3	5	12	High Risk	<p>Staff Engagement Plans within People Strategy</p> <ul style="list-style-type: none"> Engagement activities around 2021 - vision & values Listening & Responding to Staff Task & Finish Group Leadership development Recognition strategies Effective appraisals Broader communications work 	<p>People Strategy agreed (as part of 2021) with five year focus on right numbers of people with right skills, motivated and managed to perform at their best. People Strategy Work Programme developed which sets out actions to be taken to deliver Strategy. Output from staff survey (engagement scores increasing) will drive strategy and actions. KPIs agreed and engagement index will feature in it. Engagement around 2021 vision and values a priority. Annual Workforce Plan supports this. Seeking additional HR resources</p>	<p>KPIs in Integrated Performance Report to Board</p> <ul style="list-style-type: none"> Workforce Report to Workforce and OD Committee Regular staff surveys - national and local pulse checks Medical engagement index to be re-run Staff engagement group meets regularly to review our approach 	<p>CQC</p> <ul style="list-style-type: none"> NHS Oversight Internal Audit 	<p>Gaps in control</p> <ul style="list-style-type: none"> Currently shaping and setting up the 2021 Programme to deliver the MTP priorities. <p>Gaps in assurance</p> <ul style="list-style-type: none"> 	Completion of Staff Engagement milestones for the 2021 Programme to be monitored through the 2021 Programme Board.	Director of HR	No change
S05:5.2	Continuous improvement	Failure to maintain operational performance	<p>Cause</p> <ul style="list-style-type: none"> Failure to deliver contractual/national performance targets Failure to reduce delayed transfers of care Failure to collect and report accurate data <p>Impact</p> <ul style="list-style-type: none"> Intervention Loss of STF and/or fines/penalties Loss of reputation Poor quality and patient experience Failure to meet contractual obligations 	4	4	16	Very High Risk	<p>Performance Management</p> <ul style="list-style-type: none"> Urgent care plan (including bed capacity) Lincolnshire SRG Performance targets for CCGs/other providers in 2016/17 contract Contract delivery plan Winter plan Urgent care improvement programme (including beds and QF3) Cancer improvement plan Performance Management Framework Agreed local trajectories in contract with dependent target for CCGs/other trusts SRG recovery plans Data Quality Strategy 	<p>Performance Framework</p> <ul style="list-style-type: none"> Contract Assurance Board Business Unit business review meetings SRG minutes Planned Care Board 	<p>Performance Review</p> <ul style="list-style-type: none"> FSID report to Board 	CCGs Contracting	<p>Gaps in control</p> <ul style="list-style-type: none"> Insufficient bed capacity No market repatriation plan Unclear lines of accountability for CDs Below trajectory perf in Q2 for cancer, A&E and Diagnostics. High risk of non delivery of RTT in July <p>Gaps in assurance</p> <ul style="list-style-type: none"> Data Quality reporting 	2016/17 urgent delivery plan agreed and resolved including bed plans. CMG/CEC role definition to be considered by TB Revised opening hours for GDH A&E to release Med staff	Chief Operating Officer	No change
S06 Strategic Objective: Financial stability and recovery															

S06:6.1	Value for money	Failure to achieve financial sustainability	<p>Cause</p> <ul style="list-style-type: none"> Failure to deliver the financial plan Failure to manage historic debt Failure to deliver required levels of efficiency gain Loss of market share/failure to regain market share Failure to deliver contract with CCGs including application of financial penalties Failure to control agency costs Failure to deliver the STF Loss of financial control <p>Impact</p> <ul style="list-style-type: none"> Trust goes into special measures with external intervention and regulatory action Insufficient cash to meet liabilities and impact on operational services Individual services not sustainable Loss of reputation 	5	4	20 Very High Risk	<p>Financial Strategy (2021 and STP)</p> <p>Two-year Operational and Financial Plan</p> <p>Performance Framework</p>	<ul style="list-style-type: none"> Working Capital Strategy Agreement of long term financial model. Financial Strategy Lines of financial accountability Financial reporting to CEC, FSID and TB Contract delivery plan Urgent care delivery plan Cancer, A&E plans Efficiency programme Business Unit review programme Agency reduction plan Liquidity plans agreed FIP Nursing recruitment strategy Medical staff strategy 	<ul style="list-style-type: none"> Performance Management Escalation Financial performance report FSID report to Board Efficiency programme update Performance report FIP 	<ul style="list-style-type: none"> Contract Assurance Board Agency spend performance review by ET FIMS return to NHSI Efficiency programme overview by ET, CEC and CMB Financial report to ET IDM (NHSI) Regular financial input to CMB / CEC STF mitigation plan required 	CCGs	<p>Gaps in control</p> <ul style="list-style-type: none"> Financial Management support to Directorates IR35 implementation Gaps in delivery of efficiency programme Long term efficiency programme not identified Agency costs off trajectory for nursing No market repatriation strategy <p>Gaps in assurance</p> <ul style="list-style-type: none"> I & E forecast 2016/17 Failure to achieve STF Funding 	2017-19 Operational and Financial Plan to March FSID and April TB, escalation to NHSI (March quarterly review)	Director of Finance	Upgrade in risk score
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Key

Risk Rating Key / Source - Risk Management Policy

Likelihood	Severity				
Almost Certain - 5	Low risk 5	Moderate risk 10	Very high risk 15	Very high risk 20	Very high risk 25
Likely - 4	Low risk 4	Moderate risk 8	Moderate risk 12	Very high risk 16	Very high risk 20
Possible - 3	Low risk 3	Low risk 6	Moderate risk 9	High risk 12	Very high risk 15
Unlikely - 2	Low risk 2	Low risk 4	Low risk 6	High risk 8	High risk 10
Rare - 1	Low risk 1	Low risk 2	Low risk 3	Low risk 4	Low risk 5
	Negligible - 1	Minor - 2	Moderate - 3	Major - 4	Catastrophic - 5

Rating Change



No change in risk rating from previous version of assurance framework

Risk rating has been downgraded from previous version of assurance framework

Risk rating has been increased from previous version of assurance framework

Lead officers will be asked to verify the status of each risk identified within the Assurance Framework and the following colours will identify whether a risk has been updated.

Response received No changes made
Response received Amendments made