



Northern Ireland Ambulance Service
Health and Social Care Trust



Corporate Risk Register Summary

October 2024

Risk Management

CORPORATE RISK REGISTER (SUMMARY)		Date: 16 October 2024
	Risk:	Changes
NEW risks for consideration:	Patient Care Service (PCS) Capacity (825)	New to Corporate Risk Register
	Delayed call responses because of actions to mitigate late finishes (830).	New to Corporate Risk Register
Changes to risks / escalations etc.	Cyber Security (311)	Risk Grading lowered
	Support For Staff Health & Wellbeing (301)	Risk Grading lowered
	Clinical Audit / Clinical Supervision (417)	Risk Grading lowered
	Trust Safeguarding Arrangements (455)	Risk Grading lowered
	Medicines Asset Management & Governance (712)	Risk Grading lowered
	Staff Competency / Training (790)	Risk Grading lowered
	Financial Stability - Achieving Financial Balance 2024-25 (820)	Risk Grading lowered
Risks to be de-escalated to Directorate risk registers / closed:	Clinical Audit / Clinical Supervision (417)	Proposal to de-escalate risk – to be discussed at Safety, Quality, Patient Experience & Performance Committee on 21 November 2024
	Staff Competency / Training (790)	Proposal to de-escalate risk – to be discussed at Safety, Quality, Patient Experience & Performance Committee on 21 November 2024

Strategic Objectives	
1	We will identify the most appropriate clinical response for our patients.
2	We will work collaboratively with our HSC partners to maximise the use of available care pathways for our patients.
3	We will promote a culture of compassionate leadership and respect for Equality and Human Rights that delivers excellent patient care through investment in the wellbeing of our workforce.
4	We will work with partners to ensure the appropriate resources are deployed to meet our patients/needs.
5	We will optimise organisational resilience to respond to patients' needs.
6	We will support regional initiatives that aim to drive improved health outcomes for the population of Northern Ireland.

NIAS Corporate Risk Register Summary: September 2024

Risk Type	Risk ID	Lead Director	Risk Title	Link to Strategic Objective	Initial		Current		Target		Risk Appetite*To be agreed following workshop *			Current Risk Status		Months since last updated	Action Plan Status	Risk Movement	Latest Update
					Score	Grade	Score	Grade	Score	Grade	Score	Level of Tolerance	Action on appetite	Months since score changed	Change in score since last review				
Corporate	816	Director of Operations	Ambulance Turn Around Times at Emergency Departments	6	25 Extreme	25 Extreme	6 Low						7	Reviewed-No change.	0	Actions noted		<p>HALO forum in place and current trial in NHSCT whereby HALOs can text EOC once crews have handed over.</p> <p>Daily request for support with turnaround times continues via RCC.</p> <p>Plan to roll out texting for the HALO team to Altnagelvin; Craigavon; RVH and Ulster in Oct 24. AD Ops. September 24.</p> <p>Two specific examples of protracted turnaround times from weekend of 21st / 22nd Sept provided to Chief Exec. This involved patients in their 80s waiting in ambulances 14-15 hours before being accepted into ED.</p> <p>Chief Exec to raise with Permanent Sec w/c 30th Sept 24.</p>	
Corporate	311	Director of PPCS	Cyber Security	6	20 Extreme	16 High	4 Low						0	Risk Grading score lowered.	0	Actions noted		<p>Rationale for change of current grading – the control measures which NIAS has put in place, working alongside regional partners, has mitigated the potential impact of a cyber security incident to Major (4) (previously Catastrophic (5)), with Likely (4) occurrence.</p> <p>The following controls are in place:</p> <ul style="list-style-type: none"> • Technical Infrastructure • HSC security hardware (e.g. firewalls) • HSC security software (threat detection, antivirus, email & web filtering) • Server / Client Patching • 3rd party Secure Remote Access • Data & System Backups. <p>Policy and Processes</p> <ul style="list-style-type: none"> • Regional and Local ICT/Information Security Policies • Data Protection Policy • Change Control Processes • User Account Management processes • Disaster Recovery Plans • Emergency Planning & Service • Business Continuity Plans • Corporate Risk Management Framework, Processes & Monitoring • Regional & Local Incident Management & Reporting Policies & Procedures. <p>Gap analysis completed regionally and cyber security position well understood along with improvement actions required. Strategic business case in draft form and under discussion with DHCNI and DoH. The Regional Business Case to strengthen security arrangements across all organisations has been approved.</p>	

Corporate	372	Director of Operations	Operational Management Structure	3	15	High	15	High	9	Medium				71	Reviewed-No change	0	Actions noted	<p>Project team established and meets weekly.</p> <p>Equality screening complete. Assessed as minimal impact with no requirement for full equality impact assessment. For discussion at DVP on 2nd Oct 24.</p> <p>Communications underway with staff.</p> <p>Job descriptions for scheduled care service lead, sector lead and team lead submitted for evaluation with outcome expected on 8th Oct 24 Job description for unscheduled care service lead submitted for evaluation.</p> <p>Spend plan required by SPPG 15th Oct. Spend plan for year 0 almost complete. Further work required regarding years 1 and 2 due to a lot of unknowns e.g. fleet / estates. AD- Operations. Sept 24.</p>
Corporate	403	Director of HR	Sickness Absence	3	16	High	16	High	8	Medium				61	Reviewed-No change	0	Actions noted	<p>Target Risk changed from Low to Medium.</p> <p>A comprehensive project and programme of work to deliver improvement in absence levels has resulted in reduced levels of absence from the same period last year. However, the Trust remains focused on sustaining this improvement and continues to prioritise Maximising Attendance as a key strategic goal. Increased corporate reporting and monitoring remains in place including at Chief Executive and Board and Committee level. Director of HR. September 24.</p>
Corporate	531	Director of Operations	Management of Independent Sector Resources	1,4,5	12	High	12	High	4	Low				49	Reviewed-No change.	0	Actions noted	<p>Risk Reviewed, opportunity to revise and reframe- meeting to be organised with Director of Ops, Director of QSI & AD Risk & Governance. October 24.</p> <p>A weekly performance report has been introduced by DQSI to oversee all elements of PCS service delivery including IAS activities.</p> <p>New planning model has been introduced which increases PCS loading factor and journeys per shift and consequently expected to lead to a reduction in IAS usage.</p> <p>Engagement with Trades Union colleagues and staff colleagues to progress rota redesign and to seek volunteers for new rota times which would lead to increased efficiency and productivity and thus a reduction in IAS usage.</p> <p>24 new ACA recruits starting training in November 2024 to progress PCS workforce towards establishment level to reduce reliance on IAS.</p> <p>Systems established to ensure IAS ordering matches demand and vacancies and complies with IAS framework specifications.</p> <p>Finance quality assure IAS contractor invoices to ensure expenditure accurate and appropriate.</p>
Corporate	559	Director of HR	Organisational Culture Improvement	3	15	High	15	High	4	Low				46	Reviewed-No change.	0	Actions noted	<p>A number of planning meetings have been held to inform the development of a formal proposal to establish an Organisational Culture Programme, chaired by the Chief Executive. This is planned to be presented to PFOD Committee in November 2024. A related update was provided to PFOD in September 2024. Related work streams are continuing in the interim including those focused to delivery of a strategy for Sexual Safety and the creating of a cross directorate working group. Director of HR. September 24.</p>
Corporate	760	Director of Operations	Capacity of the Emergency Preparedness, Resilience and Response (EPRR) Department	6	16	High	16	High	4	Low				3	Reviewed-No change.	0	Actions noted	<p>Progress made in respect of recruiting to key posts to support EPRR team including Assistant Director and 2 x Heads of EPRR Civil Contingency / Specialist Ops appointed in Sept 2024.</p> <p>Job descriptions for new roles with HR for evaluation in advance of recruitment. Plan to recruit a number of further key posts by Feb 2025.</p>

Corporate	276	Director of Finance	Corporate Wide Contract Management	4	9	Medium	9	Medium	4	Low				5	Reviewed-No change	0	Actions noted	<p>A record of all NIAS contracts has been created which requires further development. Suppliers and payments have been mapped against the contract record.</p> <p>A Direct Award Contract Register has been created and is a standing agenda item at the Audit & Risk Assurance Committee.</p> <p>Contract management and Procurement guidance updated and disseminated to managers including the use of DACs. September 24. AD Finance.</p> <p>Review of all spend over £10k during 023/24 in progress to ensure that contracts are in place for spend.</p> <p>Contract Management included as part of Directorate Accountability meetings commencing October 2024. AD Finance.</p>
Corporate	301	Director of HR	Support For Staff Health & Wellbeing	3	12	High	9	Medium	4	Low				0	Risk Grading score lowered. Previous – 12- High	0	Actions noted	<p>Significant progress has been delivered in establishing a new Health and Wellbeing and Peer Support Team within the Trust with a targeted focus on delivery of the Trust's Health and Wellbeing Strategy and improving the health and wellbeing of the workforce. An update on delivery of Year 1 outcomes was presented to PFOD in this regard. The strategy to address workforce absence levels is also targeted on key reasons for absence with a particular focus on mental health and MSK issues. Director of HR. September 24.</p>
Corporate	395	Director of PPCS	Violence & Aggression In The Workplace	3	9	Medium	9	Medium	6	Low				4	Reviewed-No change	0	Actions noted	<p>Following review, it is proposed to revise the initial scoring of this risk from High to Medium on the basis that the impact of any instance of violence/aggression is more likely than not to be Moderate (3) and occurrence is considered to be Likely (4) - this is in line with the HSC Regional Impact Assessment Matrix. The grading of all risks on the Corporate Risk Register will be kept under review, and updated, in line with emerging evidence and regional guidance.</p> <p>Options, and capacity, for conflict resolution training and management of potentially violent situations training to be scoped.</p> <p>Ongoing awareness raising and encouragement of frontline teams to avail of body-worn cameras.</p> <p>Plans for a pilot of light weight stab vests to be progressed, subject to staff feedback and benchmarking with other ambulance trusts.</p> <p>Continued engagement and advocacy with partner organisations in respect of investigating and enforcing episodes of violence and aggression towards NIAS staff.</p>
Corporate	417	Clinical Director	Clinical Audit / Clinical Supervision		16	High	12	Medium	9	Medium				0	Risk Grading lowered- previously 16 High	0	Actions noted	<p>Proposal to deescalate risk – to be discussed at Safety, Quality, Patient Experience & Performance Committee on 21 November 2024</p> <p>Clinical data measurement developing via clinical data group- Focus is on developing one dashboard for staff member to utilise and enable CSOs to move away from auditing individual PRFs / EPCRs for every staff member. work is required on how we capture the benefits and develop different measures from the blueprint and use them going forward. Work continues on development of dashboard. Project Lead Clinical Education. September 24.</p>
Corporate	455	Director of QSI	Trust Safeguarding Arrangements	2	15	High	9	Medium	6	Low				0	Risk Grading lowered- Previous score: 12/ High	0	Actions noted	<p>Increase in number of staff undertaking Level 3 Safeguarding Training - anticipated to have up to 500 patient facing staff completing level 3 by December 18, 2024.</p>

Corporate	712	Medical Director	Medicines Asset Management & Governance	5	20	Extreme	9	Medium	1	Low				2	Risk Grading lowered- from High (16)	0	Actions noted	↓	Comprehensive report on improvement work over past year presented to & discussed at Safety Committee (September 24) with confirmation that regulator inspections will now revert to routine schedule. Overall risk rating reduced on basis of these findings and the additional controls that have been put on place over the year. Intention remains for the introduction of an electronic tracking system for drug packs, aligning with MRG recommendation and Internal Audit finding but this will remain subject to funding being made available. September 24. MD.
Corporate	790	Clinical Director	Staff Competency / Training		16	High	8	Medium	4	Low				0	Risk Grading lowered- from High (16)	0	Actions noted	↓	Proposal to deescalate risk – to be discussed at Safety, Quality, Patient Experience & Performance Committee on 21 November 2024 The CED have successfully delivered out of hospital cardiac arrest training to operational staff. Clinical decision making currently underway with 420 x clinical staff have completed training to date. Planning for paediatric cardiac arrest training under development. Safeguarding and EPRR training underway. Onboarding for 4 x additional clinical training officers underway which will increase the CED ability to increase the current 2 days to 4 days of annual training for staff by the end of the financial year annual training. Project Lead Clinical Education. September 24. Planning & Logistics Lead now in post. Planning underway to increase utilisation of the HSC learning management system. E-Learning systems currently being purchased to reduce need for face to face for some training packages. Project Lead Clinical Education. September 24.
Corporate	820	Director of Finance	Financial Stability - Achieving Financial Balance 2024-25	4	16	High	9	Medium	6	Low				0	Risk Grading lowered- from High (16)	0	Actions noted	↓	SMT and Trust Board have approved a 2024/25 financial plan, underpinned by financial targets and 2024/25 Opening budget allocations. The Trust is currently implementing a new budget management approach in 2024/25 which includes improved controls and increased engagement with budget holders to provide ongoing financial support, guidance, and training. Directorate Accountability meetings will also be held 3 times a year (twice in 2024/25 due to timing). ToR have been agreed and the first meetings will occur in October. These meetings will also provide an opportunity to evaluate the financial performance against the budget and identify any variances and discrepancies with actions agreed to resolve. Monthly finance reports will be provided to SMT and to the Trust Board/Committees as appropriate. AD Finance- September 24.
Corporate	825	Director of QSI	Patient Care Service (PCS) Capacity	1	15	High	10	Medium	6	Low				0	New to CRR	0	Actions listed with future due dates	New to CRR	Recruitment exercise for new posts undertaken and completed. Training to be provided for 24 new ACAs in November 2024. Ongoing daily review of cancellations to optimise available resources. Independent Ambulance Services being utilised to support service delivery where absence or vacancies are impacting, further work to be undertaken to establish service need and available finance for same. Programme for configuration of NIAS fleet to support PCS operational service model to be completed, profile of 22 new vehicles to be submitted to fleet.

Corporate	830	Director of QSI	Delayed call responses because of actions to mitigate late finishes.	1,5	15	High	15	High	6	Low				0	New to CRR	0	Actions listed with future due dates	New to CRR	Work is underway to assess the range of impacts/risks associated with interventions to mitigate late finishes. Aim to submit to SMT by end of Oct 24.
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Time Since last scores Changed

Time Since last scores Changed (Five sample Risks)		
<12 Months	1-3 years	> 3 Years
13	0	4

NIAS Corporate Risk Register Heat Map:

		Impact (Consequence) Levels - Current				
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Likelihood	Almost Certain (5)		825	372, 559, 830		816
	Likely (4)		712	417	403, 760, 311	
	Possible (3)			276, 395, 455, 790, 820, 301	531	
	Unlikely (2)					
	Rare (1)					

		Impact (Consequence) Levels - Target				
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Likelihood	Almost Certain (5)					
	Likely (4)		403			
	Possible (3)	790	816, 455, 395, 820, 825, 830	372, 417		
	Unlikely (2)		311, 301, 760, 531, 559, 276			
	Rare (1)	712				