Improving lives

NHS
Sheffield Health Partnership University
NHS Foundation Trust

Board of Directors
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Confidential/ public paper:	Public
Report Title:	Corporate risk register report 2026-2027
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Vision and values:	The Trust vision is **to improve the mental, physical and social wellbeing of the people in our communities**. The corporate risk register will ensure **we work together** for service users. Risk management supports the commitment to quality, ensuring **we keep improving** and that **we are inclusive.**
Purpose and key actions:	The purpose of the report is to **provide an update on risks on the corporate risk register** (CRR) monitored by the executive management team and assurance committees.
Executive summary:	There are 24 risks on the corporate risk register and **one proposed new risk**. The updated risks have been developed and agreed by the executive leads. A review of the corporate risk registers to ensure risks continue to be aligned with the strategic objectives, will take place at the executive management team in December 2026. A summary of the risk is in the dashboard at **appendix 1**. The full risk register is presented using tracked changes in the dashboard at **appendix 2.** This has been updated to include detail of the controls and actions for each corporate risk. This approach allows greater oversight of the risks and clearer visibility of proposed amendments. Supporting scrutiny of changes before Board approval. Following Board approval, the corporate assurance team will manage the approved changes on Ulysses (electronic risk management system). Changes are shown in blue text, and a summary of the changes is provided below. **Finance and performance committee:** • **Risk 5344** relating to fire door compartmentation. It was noted at the Board in September 2026 that programme and existing mitigations would be monitored through the tier 2 governance arrangements, and this has been reflected in the updated controls and actions. The risk description has been updated to reflect the current position: New risk description: There is a risk that fire doors and fire compartmentation across the Trust estate may not perform effectively in the event of a fire. Caused by a legacy of identified defects and non-compliance across the estate, which are being addressed through the Trust's ongoing capital programme. Resulting in fire doors and fire compartmentation being unable to contain fire and smoke effectively, which could increase the risk of harm to patients, staff and visitors, as well as potential damage to Trust property and disruption to services. • **Risk 5462** relating to the use of the RiO system. It was discussed in FPC to

update the risk description to reflect the transition from implementation into business as usual, while retaining a risk around maximising its benefits. The risk is being reviewed, and an amended risk description will be presented to the Board of directors in January 2027.

- **Risk 5180** relating to unauthorised access to Fulwood is proposed for escalation to the corporate risk register. Following discussion at EMT, the risk actions and controls have been updated to reflect the current position. Risk score 15. It was noted at FPC the delivery of the action plan with support from the local authority and police is being implemented, including additional security measures such as improving fencing and physical restrictions to derelict areas. It was agreed that the risk will be updated to reflect this.
  New risk description: There is a risk of harm to people caused by gaining unauthorised access to the vacant Fulwood site, through entry into unsafe buildings and access to upper floors and unprotected window openings resulting exposure to significant hazards, including fall from height, fire and dangers associated with the condition of the buildings.
- **Risk 5602** relating to delivery of the green plan has a proposed revised risk target score of 3 x 3 =9. This is an amendment aligned with the Board approved appetite for environment.

People committee

- **Risk 5409** relating to medical recruitment. It is proposed to reduce the risk score from 9 to 6, (likelihood 2 x impact 3 and deescalate for monitoring on the directorate risk register. Noting, four substantive consultants have been recruited however these will not be in place until August 2027. It is recommended that the risk remains on the CRR until Q4 to ensure all changes have been embedded.
- **Risk 5601** relating to systemic health inequalities on our workforce has a proposed revised risk target score of 3 x 3 =9. This is an amendment aligned to the risk appetite for workforce.
- **Risk 5623** relating to sickness absence and overall workforce factors has a proposed revised risk target score 3 x 2 = 6. It is noted that this workforce risk has a moderate risk appetite (4-6) rather than the recommended high-risk appetite (8-12). Workforce through the lens of innovation is within the high-risk appetite (8-12) as approved by the Board of directors. It is proposed that this risk adopts a moderate risk appetite, reflecting the current workforce challenges.

Quality assurance committee

- **Risk 4757** relating to gender identity service has a proposed new risk description reflecting change to national prescribing requirements impacting on the risk. New risk description: There is a risk of potential harm to patient experience within the gender identity service caused by rising national demand and the requirement to expand into prescribing, exceeding service capacity. Resulting in needs not being met in a timely and responsive way.

Appendices:
Appendix 1: corporate risk register summary dashboard
Appendix 2: corporate risk register 2026/27

Which strategic objective does the item primarily contribute to:					
Effective Use of Resources	*Yes*	**X**	*No*		
Deliver Outstanding Care	*Yes*	**X**	*No*		
Great Place to Work	*Yes*	**X**	*No*		
Reduce inequalities	*Yes*	**X**	*No*		

What is the contribution to the delivery of standards, legal obligations and/or wider system and partnership working.	
Well-Led Development plan 'The Trust must ensure that effective governance systems are in place to assess, monitor and improve the quality and safety of services. Failure to properly review risks could result in Board or its committees not being fully sighted on key risks facing the organisation. Failure to implement risk management processes will not support the Trust to fulfil regulatory requirements. The Trust risk management framework is consistent with internal audit good practice and is under annual review which will be presented to Board on 25 November 2026.	
BAF and corporate risk/s:	All corporate risks are included and have links to the BAF risks
Any background papers/ items previously considered:	The corporate risk report is received regularly at EMT, Board assurance committees and the public Board of directors.
Recommendation:	The Board of directors are asked to: • **Approve** escalation of risk **5180** onto the corporate risk register • **Approve** the updated risk description for risks **5344, 4757** • **Note** the revised risk target score for risk **5602** • **Agree** to a reduction in risk score for risk **5409** • **Note** the revised risk target score for risk **5601** • **Agree** to a revised risk target score for risk **5623**