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| Risk ID: 2610 | Risk owner: Robbins, Mark |
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Risk description:
 There is a risk that the Trust doesn't fully identify plans to recurrently deliver the £3m savings target for 2018/19, and the result could be that this could contribute to the Trust being financially unsustainable in the future.

Principle Trust Objective:
 Be a sustainable organisation

Date recorded: 01/09/2017

Anticipated completion date: 31/03/2019

Handler: Robbins, Mark

Progress:
 [Robbins, Mark 02/01/18 11:11:40] The identified schemes have had their initial review and will be developed further and finalized during January 2018. Identified schemes account for over 80% of the target, however some of these will need further review and development

Assessor's recommendations:
 There will be additional focus on non-recurrent opportunities and identifying potential already committed investments

| Scoring | | | | Current: High |
|----------|-----------------|-----------------|----|----------------------|
| Current: | L | C | 12 | |
| | Possible - 3 | Major - 4 | | |
| Target: | Unlikely - 2 | Moderate - 3 | 6 | |
| Last: | | | 12 | Change: No Change |

Controls in place:
 Early in the Q2 the Trust started its CIP governance processes to begin identifying potential CIP ideas. CIP is embedded in CCS Business Usual processes and is reported to Clinical Operational Boards, Executive Programme Board and Strategic Change Board.
 There will be an extensive review of contract income and cost to identify services that indicate they are not financially viable to continue to be delivered within current funding and expenditure structure
 The finance team work closely with senior service colleagues to identify savings opportunities

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| Risk ID: 2257 | Risk owner: Robbins, Mark |
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Risk description:
 There is a risk that the Trust becomes financially unsustainable through a combination of events such as:

- Failure to secure contract extensions
- Failure to secure new business opportunities
- Loss of business through procurement
- Decommissioning of services
- Unable to mitigate amber and red rated risk schemes
- The impact of the Public Health grant cuts without a corresponding change in contracted activity levels
- Need to identify efficiencies and CIP's for 2017/18

Principle Trust Objective:
 Be a sustainable organisation, Provide outstanding care

Date recorded: 05/01/2016

Anticipated completion date: 31/03/2018

Handler: Robbins, Mark

Progress:
 [Robbins, Mark 02/01/18 10:14:10] The Trust has recently been awarded as a subcontractor with East London Foundation Trust, to provide Children's Community Services in Bedfordshire. This contract is in excess of £13m, and will provide a positive contribution to the Trust's continued financial sustainability. During the next few months, the Trust will also be reviewing the potential to bid for new services.

Assessor's recommendations:
 The Trust will ensure it continually reviews its business plans to possibly flex as required to additional opportunities not previously considered.
 This is informed by initial "Horizon Scanning" of opportunities, and initial evaluation and assessment of potential new business using agreed assessment criteria.
 The Trust will also need to review new risks to its income as they arrive, including mitigating the funding pressure on its Children's service in Luton, with continued discussions with the Luton Borough Council to agree a service specification which is affordable within the current suggested financial envelope.

| Scoring | | | | Current: Moderate |
|----------|-----------------|-----------------|---|----------------------|
| | L | C | | |
| Current: | Unlikely - 2 | Moderate - 3 | 6 | |
| Target: | Unlikely - 2 | Moderate - 3 | 6 | |
| Last: | | | 6 | Change: No Change |

Controls in place:

1. The Trust reviews the quality of the tenders it submits pre and post submission, continues to identify potential growth areas, and closely monitors commissioner intentions and relationships.
2. Engagement with relevant commissioners in relation to decommissioning linked to Public Health funding reductions is ongoing.
3. robust data management to ensure patients contacts and activity is sound and up to date
4. engagement with all commissioners about contract extensions
5. engagement with CCG and NHS England commissioners to ensure "best place" of CCS to continue to provide services beyond current 2 year contracts

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| Risk ID: 2636 | Risk owner: Pisani, Anita |
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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.

Principle Trust Objective:
 Be an excellent employer, Provide outstanding care

Date recorded: 30/10/2017

Anticipated completion date: 30/03/2018

Handler: Pisani, Anita

| Scoring | | | | Current: High |
|----------|-----------------|-----------------|---|----------------------|
| Current: | L | C | 9 | |
| | Possible - 3 | Moderate - 3 | | |
| Target: | Unlikely - 2 | Moderate - 3 | 6 | |
| Last: | | | 9 | Change: No Change |

Progress:
 [Pisani, Anita 22/12/17 14:15:05] Participated in the National Staff Survey - Oct - Dec 17. Trust surveyed all staff. 59% response rate achieved. Results due end Feb/early March 2018.
 Staff offered contribution to festive celebrations
 Shine a Light - monthly staff awards continue
 The Trust will also undertake a staff friends and family survey Jan-March 18.

Assessor's recommendations:
 - Ensure that improvement plans for improving the working environment are being delivered across all teams

Controls in place:

- Annual Staff Survey and delivery of improvement plan
- Quarterly staff friends and family surveys and delivery of improvement plan
- team level staff conversations with resulting action plan for improvements
- Appraisal levels currently above 90%
- 1:1s and team meetings
- Quality Early Warning Trigger Scores
- Clinical Operational Boards
- Freedom to Speak Up Guardian role in place
- Raising Matters of Concern process and log

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| Risk ID: 1320 | Risk owner: Sirett, Ms Julia | Principle Trust Objective: 2014/16 no. 1 - Quality: Safe services |
| Risk description: There is a risk that Services fail to remain compliant with the CQC Fundamental Standards Framework, leading to patient safety incidents, regulatory enforcement action and reduction in confidence from the public and commissioners in specific services. | | Date recorded: 12/02/2014 |
| | | Anticipated completion date: 30/03/2018 |
| | | Handler: Sirett, Ms Julia |

| Scoring | | | | Current: High |
|-----------------|-----------------------------|-----------------------|---|-----------------------------|
| Current: | L Unlikely - 2 | C Major - 4 | 8 | |
| Target: | Rare - 1 | Major - 4 | 4 | Change: No Change |
| Last: | | | 8 | |

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| <p>Progress: [Sirett, Julia Ms 02/01/18 18:08:01] Score unchanged. Quality Review Visits commenced - two undertaken to date with actions identified. External visit summaries received from Luton CCG re 4 services - all compliant with CQC standards and good practice evidenced. Score to be reviewed when initial phase of internal Quality review visits completed.</p> <p>Assessor's recommendations: Self assessments by services to be reviewed against revised KLOE Quality review programme commenced. Programme to include patients and experts from the other NHS organisations once established. Strengthen Patient engagement activity and governance arrangements. Services to review action plans following self assessments.</p> |
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| <p>Controls in place: Comprehensive review of service compliance through self assessments against Key Lines of Enquiry - review against revised KLOE due. Quality Early Warning Trigger Tool monthly returns. Quality Reports to operations boards and to the Board. Back to the floor visits. Review of complaints timeliness and quality in progress and policy undergoing review. Quality Review visits. External reviews Quality strategy Updates to QIS Com and Board. Introduction of CCS Quality Way - launched June 2017.</p> |
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