

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 would 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 29/06/18 17:28:38] The full year effect of schemes totals £3,356k against a target of £3,303k, however a current part year effect value of £2,803k will require mitigation by identifying further recurrent and non-recurrent schemes. This process is embedded and monitored through Exec Programme Board. There is a high level of probability that schemes will be identified.

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	Major - 4	8	
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

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 2018/19

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

Date recorded: 05/01/2016

Anticipated completion date: 31/03/2019

Handler: Robbins, Mark

Progress:
 [Robbins, Mark 29/06/18 17:36:02] The recent announcement of the additional funds to flow into the NHS is restricted to CCG and NHSE funded contracts, and therefore the Trust will need to work collaboratively with Local Authority's and the Public Health funds to identify future development and financial opportunities for non-core NHS 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

Risk ID: 2636	Risk owner: Pisani, Anita	Principle Trust Objective: Be an excellent employer, Provide outstanding care
Risk description: There is a risk that the delivery of high quality care will be adversely affected if levels of staff morale reduce.		Date recorded: 30/10/2017
		Anticipated completion date: 01/02/2019
		Handler: Pisani, Anita

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

<p>Progress: [Pisani, Anita 04/07/18 12:33:29] Services continue to work on and implement their local staff survey improvement plans. Quarter 1 local staff survey now complete and analysis awaited. Any areas of improvement identified will be added to either Trust-wide or local plans as appropriate. Service redesign sessions held with Bedfordshire Children and Young Peoples services during May/June 2018. Diversity and Inclusion drama training event taken place with Leadership Forum during June on importance of inclusive leadership and its impact on staff morale. Series of Trust-wide events planned from September 2018 onwards. No significant movement seen in workforce statistics in relation to turnover; sickness and stability. No change to scoring based on above updates.</p> <p>Assessor's recommendations: - Ensure that improvement plans for improving the working environment are being delivered across all teams - assurance received from Service Directors that local actions/improvements are being delivered</p>

<p>Controls in place:</p> <ul style="list-style-type: none"> - 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 - 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 - Bespoke leadership and team development put in place as and when required
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Risk ID: 1320	Risk owner: Sirett, Ms Julia
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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.

Principle Trust Objective:
 2014/16 no. 1 - Quality: Safe services

Date recorded: 12/02/2014

Anticipated completion date: 31/03/2019

Handler: Sirett, Ms Julia

Scoring				Current: Moderate
Current:	L	C	4	
	Rare - 1	Major - 4		
Target:	Rare - 1	Major - 4	4	
Last:			8	Change: Decrease

Progress:
 [Sirett, Julia Ms 02/07/18 19:22:47] Risk reduced to 4 following CQC rating of Good overall. Dental services and Luton Community services (Adults) assessed along side the Well Led review. Deloitte Well Led review also completed and feedback for minor improvements suggested. Quality review programme established and shaped from feedback from services and reviewers. Next development of this programme is to include external reviewers

Assessor's recommendations:
 Quality review programme pilots completed now business as usual 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.

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.
 Quality Review visits. External reviews
 Quality strategy Updates to QIS Com and Board.
 Introduction of CCS Quality Way - launched June 2017.

Risk ID: 2776	Risk owner: Winn, Matthew
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Risk description:
 There is a risk that the organisation, services and staff face instability as NHS Improvement resorts to structural changes in the NHS Provider sector to drive greater provider efficiency.

Principle Trust Objective:
 Provide outstanding care, Be a sustainable organisation, Collaborate with other organisations, Be an excellent employer

Date recorded: 26/06/2018

Anticipated completion date: 01/03/2019

Handler: Winn, Matthew

Scoring				Current: Extreme
Current:	L	C	16	
	Likely - 4	Major - 4		
Target:	Unlikely - 2	Major - 4	8	
Last:				Change: New risk

Progress:

Assessor's recommendations:

1. Chairs of community providers to meet with Dido Harding to discuss how NHS community services are provided (Nicola Scrivings to lead)
2. Continue to be part of policy development through NHS Providers, to ensure integrated care is prioritised in the national funding allocations process (Matthew Winn to lead)
3. Continue to prove efficiency and effectiveness in line with NHS Improvement Carter team recommendations (Mark Robbins to lead)

Controls in place:

1. Executive and non-executive director influencing the leadership of NHS England and NHS Improvement
2. The Trust is a member of the Community Network - lobbying to focus the policy on integration, not organisational form issues
3. Board strategy development sessions in the year will discuss options available to the organisation
4. Continue to develop collaborative and integrated solutions for children services in Cambridgeshire/Peterborough and in Norfolk and for adult services in Luton.

Risk ID: 2748	Risk owner: Pisani, Anita	Principle Trust Objective: Be an excellent employer, Provide outstanding care
Risk description: Due to the increase number of services facing workforce challenges there is a risk that the Trust is unable to maintain high quality care across the organisation.		Date recorded: 05/04/2018
		Anticipated completion date: 30/11/2018
		Handler: Pisani, Anita

Progress:
[Pisani, Anita 04/07/18 16:34:46] Some services/teams across the Trust are experiencing workforce challenges which are impacting on the delivery of high quality care. These are all discussed and monitored at the relevant Clinical Operational Boards and a variety of actions are in place to mitigate the impact where possible. Risk has been increased this month due to the increase in numbers of 18 week breaches within our Community Paediatric service in Luton.

Assessor's recommendations:

- Current round of workforce reviews and action planning to be completed and presented to the May 2018 Trust Board. - completed
- Further work to be undertaken with teams on developing new roles and embracing new learning opportunities to enable individuals to progress to registrant roles
- Work with Higher Education Institutes on developing appropriate educational options for different career paths

Scoring				Current: High
Current:	L Likely - 4	C Moderate - 3	12	
Target:	Unlikely - 2	Moderate - 3	6	Change: Increased
Last:			9	

Controls in place:

- Monthly workforce information sent to all Service Directors identifying turnover; sickness; stability index.
- Bi-annual workforce reviews with all service areas that identify particular workforce issues/challenges and mitigating actions
- Quality dashboard
- Quality Early Warning Trigger Tool feedback
- Raising Matters of concern process and log
- Staff side chair identified as confidential link for bullying/harassment
- Live Life Well action plan
- Workforce Race Equality Action Plan
- Staff conversations
- Bespoke recruitment campaigns where identified
- Local Recruitment and Retention Premia in place
- Staff Survey results and local action plans
- Care Quality Commission inspection March/April 2018 - Overall Good in all 5 key lines of inquiry.