

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

Progress:
 [Sirett, Julia Ms 30/04/18 09:15:38] Well Led assessment undertaken - no areas of major concern fed back by on site inspection tea.
 Awaiting draft report (CQC internal Quality assurance meeting anticipated 21st May.
 Risk to be reviewed following receipt of draft report.

Assessor's recommendations:
 Weekly review of 'good house keeping' action plan.
 Quality review programme underway. 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.

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

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: 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: 31/03/2019

Handler: Robbins, Mark

Progress:
 [Robbins, Mark 27/02/18 16:59:20] The forward business planner for the next 6 months of retention and new business opportunities has been discussed and resource planning is now in progress to ensure the Trust can support the additional procurement demands.
 Impact of the Beds Community new services is a £17.5m increase in income taking overall income for 18/19 to £125m, and therefore above the indicative £75m organizational sustainable total previously agreed.

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
Current:	L	C	6	
	Unlikely - 2	Moderate - 3		
Target:	Unlikely - 2	Moderate - 3	6	
Last:				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: 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 27/02/18 12:54:30] The review of opportunities continues, including the need to identify additional schemes within the Luton Services. This has impacted slightly the target to have 100% of schemes identified by March 2018, and non-recurrent opportunities will be identified to mitigate in the short term. The latest position of schemes identified to date will be included in the 18/19 budget paper to be signed off by the Board in March 2018 and it is expected in excess of 90% of savings opportunities 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	Change: No Change
Last:				

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: 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: 01/02/2019

Handler: Pisani, Anita

Progress:
 [Pisani, Anita 02/05/18 14:50:23] Quarter 1 Staff Survey currently taking place and actions will be identified once closed. Narrative comments from the staff survey being reviewed and improvement areas will be identified as appropriate.
 Services working on their local improvement plans and they should be presenting these to the June Clinical Operational Boards.
 Results discussed at Joint Consultative Negotiating Partnership meeting and staff side representatives involved in developing and implementing the improvement plans.
 Staff Side chair role being formalised which will provide additional capacity to support staff activities/support.
 8 Induction events have taken place with circa 400 staff who transferred into the Trust on 1st April 2018 from Bedfordshire. Lots of positive feedback has been received and vibrant conversations taken place at these events.
 Service redesign dates currently being published.

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

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

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
- 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

Risk ID: 2730	Risk owner: Pisani, Anita	Principle Trust Objective: Collaborate with other organisations, Provide outstanding care
Risk description: There is a risk that due to the potential ambiguity of partnership arrangements with other organisations, responsibility and accountability for the delivery of services may be unclear.		Date recorded: 28/02/2018
		Anticipated completion date: 01/04/2019
		Handler: Pisani, Anita

Progress:
[Pisani, Anita 02/05/18 14:56:33] Bedfordshire Community Health Services - formal Sub-contract in place with East London NHS Foundation Trust for our provision of the relevant Bedfordshire services. This clarifies governance arrangements for the delivery of services. Shadow Partnership Board also in place and Exec-to-Exec discussions booked in for 18/19. Working with colleagues in ELFT to agree internal management and governance meetings. Working with Cambridge and Peterborough NHS Foundation Trust on provision of 0-19 childrens services across Cambridgeshire and Peterborough - Board to Board meetings have taken place and a further one is planned. Joint management team operational. Agreed to establish a Joint Partnership Board for governance of these services - workshop currently being planned to agree remit and focus of this Board.
Luton Provider Alliance - Memorandum of Understanding currently in place.
Risk has been reduced due to above progress. Work still continues however on reducing any potential ambiguity between the Trust and other organisations.

Assessor's recommendations:
review whether other Trust Board level discussions/involvement needs to be in place for all collaborative arrangements

Scoring				Current: Moderate
Current:	L	C	6	
	Unlikely - 2	Moderate - 3		
Target:	Rare - 1	Moderate - 3	3	
Last:				Change: Decreased

Controls in place:
Partnership working with Cambridge and Peterborough NHS Foundation Trust - Board to Board meetings; Getting agreed governance arrangements in place and approved by both Boards in March 2018.
Partnership working in Luton system - Provider Alliance Memorandum of Understanding in place for scoping work. Will need to be updated when moving to implementing the plan to be clear on governance arrangements for each piece of work.
Partnership working with East London Foundation Trust - formal sub-contract will be in place prior to commencement of the contract on 1st April 2018 and joint partnership board set-up. Exec to Exec sessions booked in May and November 2018.

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 02/05/18 15:21:16] May 2018 workforce reviews completed and variety of actions identified by services to mitigate risks and issues. Through the reviews it was clear that services are aware of what their areas of challenge are and they are putting in mitigating actions to reduce this risk.
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	C	9	
	Possible - 3	Moderate - 3		
Target:	Unlikely - 2	Moderate - 3	6	Change: Decreased
	Last:			

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
