

# BOARD ASSURANCE FRAMEWORK – RISK MOVEMENT – JAN 2016

Risk No.	Risk Description	Risk Rating Jan 2016	Current Risk Position >=20 16 12 8 6 <=3 Movement from Oct 2016	Comments
1.1	Gap between demand for services and capacity, adversely affecting quality, safety, financial position, relationships and reputation	12	↔ 12	<ul style="list-style-type: none"> <li>• Drivers for demand of the Trust's services are: population growth over the next five years, the impact of the local authority budget reductions and economic factors which will particularly impact on our most deprived populations.</li> <li>• CCGs have made provision for 1% of additional income per annum to meet block contract pressures and agreed use mental health growth uplift to finance First Response/IHTT in 2016/17.</li> </ul>
1.2	Failure to deliver service transformation and organisational change, resulting in non-delivery of quality and financial benefits in full and on schedule	15	↔ 15	<ul style="list-style-type: none"> <li>• Successful delivery of the service development programmes (to achieve financial benefits) depends on robust project management and staff engagement to effect change and robust organisational development processes to maintain the right culture to deliver at this scale.</li> <li>• <a href="#">Change Programme Board arrangements continue to monitor performance with escalation and regular reporting to Trust Board and relevant Committees.</a></li> <li>• <a href="#">Development of new Children's Directorate aimed at mitigating risks around future transformation/LA tendering requirements.</a></li> </ul>
1.3	Worsening economic position resulting in higher tariff reduction, cost pressures or higher inflation than planned, adversely affecting financial position, quality and safety	10	↔ 10	<ul style="list-style-type: none"> <li>• Given the current economic climate, there is real risk that tariff reductions might exceed those assumed within the base case. This risk is outside the Trust's control.</li> <li>• The Trust has established an additional contingency reserve to finance non-recurrent costs, or to deploy to offset worst case scenario cost pressures.</li> <li>• Increased frequency of monthly meetings now arranged with Local Authority.</li> </ul>
1.4	Failure to respond fully to quality challenges; inability to meet the expectations of staff, patients and the public, losing the opportunity to understand and improve service quality and adversely affecting relationships and reputation	10	↔ 10	<ul style="list-style-type: none"> <li>• Quality governance processes have always been a strong feature of the Trust. The Trust has a revised quality strategy that describes key enablers of quality improvement including a robust quality impact assessment process.</li> <li>• <a href="#">Care Quality Commission carrying out follow-up inspection to the in-depth inspection of June 2014. Trust has detailed action plan in relation to previous recommendations but will need to respond to any further recommendations/outcomes identified.</a></li> <li>• The Trust has assumed generic national cost pressures may emerge as the NHS responds to safer staffing, 24:7 service provision and other quality or demand related impacts.</li> <li>• <a href="#">Peer review of Quality and Safety Committee has provided positive assurances about existing quality governance arrangements.</a></li> <li>• <a href="#">Further work undertaken during Quarter 3 to strengthen IAPT service targets.</a></li> </ul>

2.1	Failure to secure benefits from leadership of health and social care economy integration and change agenda	15	↔ 15	<ul style="list-style-type: none"> <li>Challenges with achieving transformational change across the health and social care economy during a period of significant economic pressure</li> <li>Two successful Vanguard applications providing positive opportunities for change.</li> <li>ICB continues to address health economy issues although progress is less well developed locally.</li> </ul>
2.2	Failure to organise and deliver services around commissioners' requirements	12	↔ 12	<ul style="list-style-type: none"> <li>The scale of local authority budget reductions means that further cost pressures are expected in 2016/17 and beyond.</li> <li>The Trust is working proactively with commissioners of public health functions to understand likely timescales for service reviews and any other market testing in order that a service response can be modelled, value maximised and contracts retained. Reduction in public health budgets continues to be of concern moving towards 2016/17.</li> <li>Leaders across health and social care are collaborating to reduce reliance on traditional health and social care provision, developing new pathways of care and addressing commissioner intentions (e.g. complex care proof of concept).</li> </ul>
3.1	Failure to secure new business revenues	12	↔ 12	<ul style="list-style-type: none"> <li>The Trust's five year strategy encompasses plans to develop new services, although some revenues (e.g. ITC/ATU) yet to deliver.</li> <li>Further work being undertaken as part of annual planning process and update due to FBIC.</li> <li>Positive develops include IAPT lead provider status and AWC Complex Care proof of concept bid.</li> </ul>
3.2	Failure to redesign the Trust's business model to support integration and change	12	↔ 12	<ul style="list-style-type: none"> <li>The Trust's ongoing success depends on having well developed commercial and investment strategies and robust but flexible business processes.</li> <li>Work progressing on various new pathways involving local commissioners and other providers (e.g. complex care).</li> </ul>
3.3	Failure to respond successfully to competition	16	↔ 16	<ul style="list-style-type: none"> <li>The tightening economic climate combined with relatively low entry costs for new providers of community services, the introduction of choice initiative mean that the Trust is likely to face increased competition to provide core services.</li> <li>Local Authority budget constraints for 2016/17 are expected to result in reduced budgets or other services being re-tendered.</li> <li>Move to new Children's Directorate aimed at mitigating some of these risks.</li> <li>Review of SMS (facilitated by NHS Elect) taking place end of January.</li> </ul>

KEY

No movement from previous version

Increased risk

Reduced risk

