

Trust-wide Risk Register										You Matter, We Care										This register contains 3 entries with 0 shown.									
Risk Reference										Risk Management										Risk Assurance									
Entry number	Entry Ref.	Cross-referenced risks	CQC domain	What Strategic Priority does the risk affect?	Initial Risk Date	How was the risk identified?	Does this risk have safeguarding implications?	REVISED Issue behind the risk	REVISED Specific risk	Inherent probability	Inherent severity	Inherent Rating	Risk "Lead"	CURRENT CONTROLS (Actions already in place to mitigate risk)	Current probability	Current severity	Current rating	PLANNED CONTROLS (Further actions to mitigate risk)	Date actions to be delivered	PROGRESS (Record of current and planned actions and results)	Date of risk review	Target probability	Target severity	Target rating	Risk change from last review	Risk Score Change (from last review)	Control Risk (Score change from inherent to target)		
9	IBP13		Well-Led	2. Support and develop staff	01 June 2013	IBP 7.4 Service delivery & resource management	No	A poor organisational culture results from a disconnect between the values and priorities of the organisation with those of its staff. At its extreme poor organisational culture leads to inappropriate behaviour illustrated by the findings of the Francis Inquiry. "You matter, we care" will only translate into high-quality services if everyone at AWP feels engaged and plays their part.	Failure to develop a positive organisational culture, as reflected in Staff Friends and Family and annual Staff Survey Results, will have a negative impact on staff recruitment and retention; implementation of service development plans; and relationships with commissioners, partners and regulators.	3	4	12	Director of Organisational Development	Locality structures facilitate local engagement (local staff engagement plans in place) Workforce planning and development processes support cultural change Effective staff-side partnership working Organisational Development Programme (Enabling Excellence) prioritises staff engagement, team development and leadership development and health and wellbeing programmes. Staff engagement: Internal and external awards; Team of the Month; Bright Ideas/ L&D opportunities (bursary); Revised supervision and appraisal (behaviours framework introduced), team development and leadership development and health and wellbeing programmes. Team development programme launched 14 January 2015 Leadership development: ILM 5 programme launched 23 January 2015; Coaching to Lead programme in secure services and Bristol localities Health and wellbeing; New Occupational Health Provider; Workplace Wellbeing Charter (6/8 standards achieved); Staff Benefits promoted; Wellbeing Campaigns (Walking Challenge; Stoptober; Dry January); revised B&H policy ILM 5 Leadership Development cohort 1 commenced 23 January 2015. Staff survey 6 improvement themes agreed by Board in February 2014. Progress reviewed by ESEC (June 2014). Annual Staff Survey 2014 - invited all AWP staff to complete survey - response rate 51.2%. Implemented Staff Friends and Family Test to monitor engagement (Q1, Q2 complete)	2	4	8	Full roll out of approved Bullying and Harassment Policy January/ February 2015.  Launch of 'Learning Hive' January - March 2015.  On going action to makes changes in 6 priority areas identified through 2013 Staff Survey.  Full review of 2014 Staff Survey Results to determine local and Trust wide actions.  Develop locality Workforce Development Plans to meet specific needs of each area.  Benchmarking with other NHS Trusts.	31-Mar-15	Staff Friends and family test carried out in Q1, Q2. Annual Staff Survey 2014 completed (51.2%). 8% of scores have improved; 15% have declined; 77% remain unchanged. Six improvement themes identified following 2013 staff survey results remain relevant in light of 2014 staff survey results. The probability of this risk occurring will be reduced to 1 when the percentage of staff who would recommend AWP as a place to work reaches 60%.	19/01/2015	1	4	4	Updated	No Change	- 8		
13	IBP12		Effective	4. Use our resources wisely	01 June 2013	IBP 7.4 Service delivery & resource management	No	Buildings and estates not only enable or constrain actual service delivery and response to changing demands, they have a significant impact on organisational culture.  The Trust's Estates Strategy sets out how we will ensure our estate is fit for purpose. Our plans to redesign services will require fundamental reassessment of how we use buildings.	The impact of continuing to deliver services within a sub-optimal estate, and failure to ensure productive use of the Trust's estate to manage demand and cost, and ensure fitness for purpose.	3	4	12	Director of Resources	Trust IBP including service strategy and Locality/Corporate Business Plans  Response to future tenders focuses on the need to use estate wisely, Information Quality (IQ) system which includes reporting on estate CQC standards  Trust Board Quality Improvement visits to clinical areas, "back to the floor" programme supported by senior managers  PLACE assessments  Monthly monitoring of PFI  Regular estates and facilities meetings with operational managers  Monthly monitoring of estates KPI's  Complaints and incidents analysis	2	3	6	Trust-wide strategic estates Strategy agreed by the Trust Board in December 2014 which enables detailed workplans to follow.  As part of the Annual Operating Plan submission each locality has reviewed their estates requirements inline with their business plan for 2015/16  Discussions with CCGs to utilise all Health related estates usage in each locality to be undertaken.  The Quality Improvement plan following the recent CQC review contains actions relating to environment and estates requirements to ensure that clinical input is considered	31-Mar-15	All current controls are in place and working effectively, however a possible issue of front line staff "not expecting things to change i.e. low expectations" may mean certain estates issues are not identified or carried through e.g. repairs.  The current risk score has been increased as further challenges regarding the estate have become apparent, specifically in relation to the adequacy of the estate.  The Estates Strategy has been agreed and the detailed workplans to deliver this are being developed.  Monthly oversight and review of the delivery of the current capital plan at Investment Planning Group to ensure schemes that are not effected by the reprioritisation are in place.  Option Appraisal for the Data Centre which was a large part of the 2014/15 Capital PLaN reviewed by external NED and decision taken to co-host rather than own in house. This releases capital monies in year to use for CQC work.  All localities asked to submit investment requests for the next three years as part of their annual planning process to ensure	19/01/2015	1	3	3	Updated	No Change	- 9		