

The purpose of this ‘deep dive’ template is to provide a common structure when the 17 ‘principal risks’ identified in AWP’s Integrated Business Plan are considered in turn in detail. It is very much a guide and not a prescription – feel free to add or develop as you wish. The grey-shaded entries are from the Trust-wide Risk Register now, but please refer to the latest Trust-wide Risk Register for more details of the current entry. (You don’t need to complete this form, but if you do, it helps to record discussions and so strengthen assurance.)

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| Risk reference:  | <b>IBP05      The future national economic environment reduces resources to the NHS and/or increases the NHS efficiency targets.</b>  |
| Identified in:   | IBP 7.4 National, economic and policy   |
| <b>Risk Analysis</b>   |   |
| Underlying causes<br><i>How do you see those causes now – have they changed, are there new factors?</i>  | <p>There is both a short term current challenge i.e. the existing £20 billion NHS efficiency challenge and the future medium/long term challenge of further major efficiency requirements i.e. the £30 billion reported by David Nicholson in July 2013.</p> <p>Whilst this is a national challenge it translates to AWP on a local level via our current commissioning contractual income and also our ability to be agile and innovative in addressing the growing population numbers that need treating within a shrinking financial envelope.</p> <p>Changes to welfare reform will also impact on AWP given increasing numbers of service users who will no longer have access to state benefits alongside considerable impact on social care.</p> <p>The challenge to AWP is to deliver c.4.5% cost reduction plans from 13/14 onwards.</p>   |
| <b>Risk Management</b>   |   |
| Current controls<br><i>Are you assured that these controls are effective, sustainable and evidenced? Would you do more, or has the risk reduced so that resources can be redirected?</i> | <p>Short term – the environment is described in the current 2013/14 Operating Plan and the 2014/15 Plans. The Trust system controls are (a) the business planning process from which Cost Improvement Plans are identified, developed and agreed (b) the establishment of the Programme Management Office (c) the Trust Information Quality system and associated performance management through Senior Management Team, Executive team, Finance and Planning Committee and the Board (d) the Quality and Standards Committee that ensures CIP’s do not adversely impact on quality and finally (e) through operational locality and corporate management structures effectively owning and implementing CIP’s (note this risk is also covered by risk FIN 07).</p> <p>Additionally AWP recognises the need to establish and develop partnerships with other statutory and voluntary providers to maximise the resources available to the health and social care economy</p> <p>Medium/Long term – this is 2015/16 and beyond. The controls build on the short term controls but also include (a) the Trust</p> |

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|  | Quality Academy which will identify effective clinical interventions along care pathways (b) West of England Academic Health Science Network which will facilitate the sharing of innovation and good practice (c) the further development of the Trusts workforce strategy which will ensure the Trusts staff align to the needs of service users and carers in a sustainable way and (d) further development of the Trusts Organisational Development strategy which will include work-streams that ensure the Trust has the culture and tools to eliminate waste in the delivery of services   |            |           |
| Current risk scores<br><i>Would you want to change these?</i>  | Probability 3   | Severity 4 | Rating 12 |
| <i>If you've changed the scores, any comments?</i>   | The score of 12 reflects a combined score of both short and medium/long term risk   |            |           |
| Planned controls<br><i>If more needs to be done, what do you suggest – and what are the limitations or constraints?</i>  | <p>The high level planned controls are appropriate, however the key issue is the robustness and rigour underlying some of these controls and the newness of a significant number of the appointments on which these controls rely on. However these changes of structures, processes and appointments is also a significant opportunity to look at old problems with a fresh “pair of eyes”.</p> <p>This is evidenced by the Finance and Planning Committee requesting that all CIP's approved in March 2013 under the old SBU management structures were owned by the new Locality management teams that came into being in April 2013. This re-ownership also included resubmitted CIP quality impact assessment back to the Quality and Standards committee</p> <p>Therefore it is recommended that SMT provide additional oversight and action to ensure the implementation of the short term Cost Improvement Programme in 2013/14 and 2014/15</p> |            |           |
| Date actions to be delivered<br><i>Is that date realistic in your view? Should the deadline be brought forward, or even relaxed? Why?</i>  | SMT to provide additional assurance on the short term by August 2013 Finance and Planning Committee and August Trust Board.   |            |           |
| <b>Risk Assurance</b>  |   |            |           |
| Progress<br><i>Are you satisfied that the progress reported really has made a difference – is there evidence to support that?<br/>Do you know of further progress that isn't yet recorded?</i> | <p>The Trusts short term governance systems and processes are working because a significant issue has been identified around the implementation of the March 2013 CIP programme for 2013/14</p> <p>The key short term challenges are to ensure (a) the 2013/14 programme target of £9.3m is achieved and (b) ensure the 2014/15 CIP is reassessed and owned.</p> <p>With regard to the medium/long term it is essential that the new Trust structures, systems and processes are all up and running</p>   |            |           |

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| Identified in:   | IBP 7.4 National, economic and policy  |            |          |
|  | ASAP and checked to ensure they are working effectively  |            |          |
| Target risk scores<br><i>Would you want to change these?</i>                     | Probability 3  | Severity 3 | Rating 9 |
| <i>If you've changed the scores, any comments?</i>                               | The previous Trust Board target score was 2x2=4, however given recent internal and external events it is recommended to increase this target score to a more realistic 3x3=9 |            |          |
| Further comments<br><i>Please add any further thoughts or comments you have.</i> |  |            |          |
| Deep-dive review made by:  | Paul Miller Sue Hall and Kristen Dominy  |            |          |
| Date of review:  | 15 <sup>th</sup> July 2013   |            |          |