

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.)

Risk reference:	IBP09 Failure to adopt new working practices both for front-line clinical and non-clinical support services, to meet future NHS efficiency targets		
Identified in:	IBP 7.4 Service delivery & resource management		
Risk Analysis			
Underlying causes <i>How do you see those causes now – have they changed, are there new factors?</i>	<p>Planning historically has been sub optimal and has not benefited from a systematic approach.</p> <p>Ownership of CIP and Change Programmes has been unclear and this has resulted in a lack of coordinated engagement with and amongst localities.</p> <p>The full range of workstrands and project benefits have not been articulated and therefore opportunities to maximise outcomes are likely to have been lost.</p> <p>The desire to drive change locally in order to meet the CIP programme has been negatively influenced by the lack of translatable benefits to service providers.</p> <p>No delivery expectation or accountability established for CIP programme.</p> <p>CIP delivery targets are not supported by clear business change activity from either the Centre or at the local level.</p> <p>The revised description of the risk is suggested as "Failure to plan and systematically deliver Trust wide and local Cost Improvement Plans (CIPs) ."</p>		
Risk Management			
Current controls <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>Line-by-line revalidation of all Clinical budgets</p> <p>Closer alignment between Finance and Operations encouraging stronger and more effective financial control</p> <p>Strengthened accountability for delivery of CIPs</p> <p>Active engagement at Team and Ward Manager level by the Executive Director of Operations at Team and Ward Manager Forums</p> <p>Reporting of CIP delivery plan</p> <p>Target areas of activity to maximise benefits and optimise use of resources to support the CIP programme.</p>		
Current risk scores <i>Would you want to change these?</i>	Probability 3	Severity 4	Rating 12 RED
<i>If you've changed the scores, any comments?</i>	<p>Severity has been increased as a result of refocusing the risk from the application of service change to providing clarity of delivery requirements and accountability in an increasingly restricted timeframe from M6. In August 2013 this was scored as 3 x 3 = 9 AMBER.</p> <p>Inherent risk score is 4 x 4 = 16 RED</p>		

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Planned controls <i>If more needs to be done, what do you suggest – and what are the limitations or constraints?</i>	Planned Finance workshops with triumvirates to agree rules of engagement between Operations and Finance Establishment of the Programme Management Office (PMO) to assist with the development of appropriately robust delivery plans and to monitor and assure the Board of the on-going implementation and delivery of these plans organisation-wide Prioritisation of resources to support the most effective and efficient projects in order to deliver the CIP programme. Forward planning for 2014/15 CIPs with localities. Review of mechanisms used for budget setting		
Improvements to span of control <i>How will the implementation of planned controls be effective in improving our ability to mitigate the risk?</i>	PMO will give greater oversight through a single point of performance monitoring against planned delivery, offer management of centrally supported projects, Joint working between Operations and Finance will ensure tighter financial control Triumvirate ownership of CIPs at a local level Quality ownership by ET over CIPs ensuring plans are monitored from multiple perspectives (not simply financial)		
Date actions to be delivered <i>Is that date realistic in your view? Should the deadline be brought forward, or even relaxed? Why?</i>	Ongoing throughout 13/14		
Risk Assurance			
Progress <i>Are you satisfied that the progress reported really has made a difference – is there evidence to support that? Do you know of further progress that isn't yet recorded?</i>	Head of PMO is now in post and the establishment of the PMO is underway Second validation will be completed during September Greater ownership and improved understanding of locality budgets can be seen		
Target risk scores <i>Would you want to change these?</i>	Probability 2	Severity 4	Rating 8
<i>If you've changed the scores, any comments?</i>			
Further comments <i>Please add any further thoughts or comments you have.</i>			
Deep-dive review made by:	Kris Dominy		
Date of review:	5 September 2013		