

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:	IBP13 Failure to develop a positive organisational culture (in which staff values and motivations resonate with the values and priorities of the organisation) will have a negative impact on staff engagement and satisfaction. This may have a negative impact on service quality.
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>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.</p> <p>AWP is undertaking rapid and significant change in its structures, systems, processes and leadership with the aim of providing reliable, high quality services. Changes internally and externally can be destabilising and organisational success is dependent on staff feeling supported, valued and engaged.</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>Our approach to building a positive organisational culture is multifaceted.</p> <p>Supervision and appraisal – raising the frequency and quality of supervision and appraisal is a key means of building a positive organisational culture and is monitored through the IQ system and discussed at the Quality Huddle.</p> <p>Locality/Delivery Unit leadership – local leadership ensures issues or concerns raised by staff are responded to in an accurate, relevant and timely manner. Locality/ Delivery Unit Leadership play a crucial role in connecting the Trust purpose and priorities with local services and service development, helping staff to be feel engaged with wider AWP aims.</p> <p>Workforce planning – through the business planning process Locality/ Delivery Units make decisions about the composition of the local workforce that responds to local population needs, commissioner intentions, planned initiatives and resource</p>

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	<p>management. The changing need of the workforce will be expressed in meaningful ways to staff in a given area or service.</p> <p>Effective staff-side partnership working – change is a constant in the NHS. Positive working relationships with staff-side will ensure that staff concerns are heard and responded to at an early stage and outcomes agreed to promote staff engagement and satisfaction.</p> <p>The Clinician Engagement Strategy emphasises the importance of engaging clinical colleagues in decision making to ensure clinical quality is at the fore of every strategic development. Delivery of the Clinician Engagement Strategy will build staff confidence that the organisation is focused on quality. Implementation of the Strategy is monitored through Professional Council.</p> <p>AWP Organisational Development Programme, Enabling Excellence, is a three year programme that aims to build widespread commitment to Trust Strategy (purpose and priorities). Shared purpose is achieved when there is alignment between individual purpose and priorities and organisational purpose and priorities and results in a high degree of commitment to organisational success.</p> <p>The Enabling Excellence programme sets out a series of evidence-based initiatives to build shared purpose, develop transformational leaders and embed strategy and ensure alignment with strategic priorities. The programme draws on latest change management methodology and is connected with local and national organisational development networks. Staff engagement focuses on valuing and supporting staff and harnessing their ideas for improvement and innovation. An extensive staff engagement programme will be initiated as part of this Programme with the aim of improving staff experience and satisfaction.</p> <p>Greater feedback is being sought from staff. The 2013 Staff Survey has been sent to all members of staff, previous years have sought feedback from a sample of staff. This comprehensive approach signals a willingness to receive feedback and will provide richer feedback giving insight into the staff impact of changes introduced over the past 18 months.</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>			



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<p>Planned controls</p> <p><i>If more needs to be done, what do you suggest – and what are the limitations or constraints?</i></p>	<p>The Enabling Excellence Programme specifies organisation wide interventions to build shared purpose and develop leaders and managers at every level of the organisation. The programme document sets out a timeline to describe when initiatives will be launched, a programmatic approach enables the sequencing of interventions to be considered and planned to create maximum impact on organisational culture and reinforce Trust strategy.</p> <p>An innovative communication and engagement plan is being developed to build familiarity with Trust Strategy (purpose and priorities). Staff will be encouraged to express their role in the context of the Trust purpose and in so doing make a direct connection between their work and organisational success.</p> <p>Organisations where clinicians are engaged in strategic planning and decision making perform better than those where clinicians are alienated from strategic processes of the organisation. The Medical Engagement Survey Scale (MES) will be implemented in January 2014. The MES is designed to assess medical engagement in management and leadership in NHS organisations. It includes a framework of organisational strategies to enhance medical engagement and performance.</p> <p>The Workforce Strategy plays a key role in achieving a positive organisational culture. The revised Workforce Strategy will address staff recruitment, development, talent management and workforce planning. A proactive approach to optimising our workforce through meaningful supervision and appraisal, learning and development opportunities and a renewed approach to staff health and wellbeing will evidence Trust commitment to staff.</p> <p>New methods for measuring organisational culture will be identified and used to track changes in staff experience. A range of quantitative (survey results, sickness absence rates) and qualitative measures (culture audit) will be utilised to measure the impact of controls. Progress will be mapped through ESEC.</p>
<p>Date actions to be delivered</p> <p><i>Is that date realistic in your view? Should the deadline be brought forward, or even relaxed? Why?</i></p>	28/02/2014
Risk Assurance	
<p>Progress</p> <p><i>Are you satisfied that the progress</i></p>	The impact of current and planned controls to engage staff and develop a positive organisational culture will take time to embed.



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<i>reported really has made a difference – is there evidence to support that? Do you know of further progress that isn't yet recorded?</i>	<p>Progress will be monitored via Staff Survey Results (internal quarterly/external annual surveys) and the Medical Engagement Scale. Staff Survey 2013 results will be available in February 2014, however, following a period of significant organisational change we do not anticipate an improvement in 2013 results.</p> <p>Internal survey results provide a real time picture of progress made in developing a positive culture. Quantitative survey results will be complemented by qualitative results (cultural audit).</p> <p>Sickness absence rates provide an indirect measures of staff engagement and satisfaction. Sickness absence is monitored via IQ.</p> <p>A strategic planning framework based on Trust strategic priorities has been implemented as part of the business planning cycle. The framework has enabled alignment between Trust Strategy and core business of Localities, Specialist Delivery Units and corporate services. Early feedback with respect to the Trust strategy has been positive and colleagues have shown positive engagement with the business planning process.</p>		
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:	Rachel Clark, Programme Director - Development		
Date of review:	18 November 2013		