

APPENDIX 6a – Risk Register

19/02/2016

SaTH Sustainable Services Programme											
RISK REGISTER											
Risk Ref.	Risk Category	Date Raised	Date Revised/ Removed	Risk Description	Risk Owner	Project Impact Score (A)	Likelihood Score (B)	Overall Risk Rating (AxB)	Key Date	Risk Management / Mitigation Strategy	Current Status - progress to date
1	PROJECT DELIVERABILITY	04/01/2016		Lack of clinical engagement in development of the SOC leading to disengagement, disconnect and the work not being clinically led	EB/SB	3	3	9 Green	Feb-16	Approach agreed with Medical and Care Group Directors. Clinical Working Groups established. Attendance at Care Group Boards planned	Good engagement and attendance by senior care group clinical leads. Corporate teams also involved. Wider CWG held in January to involved clinical directors and others On-going work to OBC to be planned
2		04/01/2016		Lack of clarity of roles regarding Sustainable Services Programme and NHS Future Fit resulting in a failure to meet the '4 tests' and Gunning Principle required for all NHS service reconfigurations	SW	4	4	16 Amber	Feb-16	Urgent need to clarify relationship and roles and communicate with stakeholders and the public	Meeting of key leads planned - date tbc
3		04/01/2016		Risk around wider NHS Future Fit progression including perceived divergence from clinical model, lack of GP support and/or because the NHS Future Fit model has not been adequately refreshed (e.g. Community Fit, the rural offer, financial sustainability) leading to CCGs not being able to approve the plans for, and lead on public consultation	NN/AO	5	4	16 Amber	Feb-16	Refreshed messages and mandate through NHS Future Fit Programme for an update to the clinical model required to encompass progress and any changes	Meeting of SROs and Accountable Officers/CEO with communication team to discuss and progress. Outcomes to be fed into meeting of key leads above
4		04/01/2016		Challenging timeframe for delivery and completion of information and detailed work required for the Sustainable Services Programme SOC resulting in an impact with submission timeframes, impact on the programme and/or the impact on other Trust work	NN	3	2	6 Green	Feb-16	Action plan and critical path developed. Key tasks and responsibilities identified. Technical Team commissioned	Work on track. Commissioner and Future Fit team and Board engagement planned. SOC to private session of Trust Board 25 February Feedback from TDA re SOC expectations received
5		04/01/2016		Lack of clinical operational engagement in development of the SOC leading to disengagement and gaps in detail and information	KS	3	3	9 Green	Feb-16	Approach agreed with Care Groups/Corporate Teams. Delivery Group established.	Good engagement and attendance at workshops and meetings to date. Information received as requested. Structures in place. Approach to OBC to be reviewed and amended if required

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6		04/01/2016		Capital costs of the emerging solutions in higher than anticipated leading to concerns around affordability and deliverability	NN	5	2	10 Green	Feb-16	Cost advisors working closely with Architecture and Technical Team. Information to be shared with Trust teams	Draft capital costs received and being worked through. Revenue impact to be mapped
7	GOVERNANCE	04/01/2016		Lack of ownership and/or clarity on decision making processes within the Trust leading to confusion, misinterpretation and/or late changes	NN	3	2	6 Green	Feb-16	Proposed governance and programme structure in place and agreed. Terms of Reference for all meetings and groups in place. Regular updates to be provided to HEC and Trust Board	Programme structure in place. Updates provided to key Trust committees and groups
8	COMMUNICATION AND ENGAGEMENT	04/01/2016		Lack of awareness and understanding of wider staff in Sustainable Services Programme and relationship to NHS Future Fit Programme leading to conflicts with other schemes/projects and the sharing of incorrect information	AO	3	3	9 Amber	Feb-16	As above plus Communication and Engagement plan to be developed	Draft Communication and Engagement Plan developed. Meeting planned with Future Fit communications team and leads to progress