

Fit for the Future Programme - Programme Risk register

Risk Log

Project Name:	Fit for the Future Programme
Project Manager:	Micky Griffith
Last Updated:	24/08/2020
Project Team Members:	Clare Stephenson, Tom Hewish, Debbie Dewitt, Mark Woodward, Kay Barnfield, Lucy Spelman

Blue	(-5 to -1)	Unplanned opportunity, to be assessed by project team for benefit
White	(0)	Risk no longer active
Green	(1 to 3)	Work stream to monitor/resolve
Yellow	(4 to 7)	Project team to monitor/resolve
Orange	(8 to 14)	Project to monitor/resolve, and report to Project/Programme Board
Red	(15 - 25)	Escalate to Project/Programme Board for oversight/action/decision

Risk ID	Theme	Risk Identified (What might happen?)	Impact on Project (Time, quality, budget and planned benefits?)	Raised By	Date Raised	Impact	Likelihood	Risk Level (consequence x likelihood)	Action(s) Required (How can this risk be mitigated/managed?)	Risk Owner	Mitigation in place? (Y/N)	Impact	Likelihood	Risk Level (consequence x likelihood)	Target Date	Status	Mitigation %	Is the unmitigated risk a 'showstopper' for delivery?	Has the risk been sufficiently mitigated to prevent impact?
R05	Reputational/ Legal	If the Integrated Impact Assessment (IIA) fails to capture key areas that are, or will be, affected by proposed changes	If the IIA is insufficiently robust it may fail to mitigate a JR or IRP (Independent Reconfiguration Panel) challenge, resulting in the process timeline being affected, benefits are delayed and costs may increase.	Micky Griffith	20/12/2019	5	3	15	Baseline IIA has been completed. Negotiating with an NHS provider who has undertaken this work successfully. Additional internal resources added (DC) 12/02/20 - Contracted Essex to complete the work. 13/03/20 - 1st & 2nd draft provided. 23/06/20 - 3rd draft provided. 23/07/20 - IIA 3rd draft currently being reviewed. 24/07/20 - Now in a final draft. 26/08/20 - The consultation plan focuses on key areas and demographics.	Micky Griffith	Y	5	1	5	06/08/2020	OPEN	67%	Yes	Yes
R06	Overarching	If we fail to draft the Pre Consultation Business Case (PCBC) meeting the current timeline and quality standards then the PCBC may not reach the assurance stage of the programme.	The FFTF programme will not progress through internal and external governance and assurance processes, the timeline will be affected, benefits delayed and costs increase.	Micky Griffith	20/12/2019	4	3	12	Original PCBC drafts signed off in July 19. Revised PCBC structure agreed (using examples of best practice). Staged deadlines agreed but all subject to completion/mitigation of risks #1, 3 & 5. Draft PCBC shared with Clinical Senate lead and chair. Senate representatives observing Solutions Appraisal workshop. Ongoing dialogue to avoid any surprises. 13/03/20 - version 1 drafted version 2 in draft and senate desk top review questions received. 23/06/20 - PCBC timeline re planned and agreed with stakeholders. 23/07/20 - PCBC timeline being worked through. 24/07/20 - Expectation is that the PCBC will hit the timeline.	Micky Griffith	Y	4	2	8	06/08/2020	OPEN	33%	Yes	Yes
R12	Overarching	If we fail to resource the programme team appropriately then programme products may not be of the required standard and deadlines may not be met.	Timelines may be impacted together with increased costs should re-working be required.	Micky Griffith	20/12/2019	3	3	9	Full time programme director appointed Aug 19 (MG); CoEx programme director in place (JU); recruited admin support Aug 19 (KB); programme support in place (MW), additional resources for IIA and public representation support (DC). 23/06/20 - Programme team reviewed and responsibilities reassigned. 24/07/20 - Revised programme team are currently delivering the plan.	Micky Griffith	Y	3	2	6	06/08/2020	OPEN	33%	Yes	Yes
R16	Overarching	If we fail to receive data from SWAST in line with the current Programme Plan due to them currently being REAP Red (06/03/20) then gaps may exist in the PCBC and it may not be of the quality required to satisfy assurance.	Data to update the PCBC for the Clinical Senate required by the 17/03/20 may not be available together with data to update the PCBC for NHSE Stage 2 by the 14/04/20. This will impact on the quality of the PCBC.	Micky Griffith	06/03/2020	3	4	12	Regular contact with SWAST and review the data the CCG currently has through the M032 commissioners report. 23/06/20 - timeline re planned - but data will be required. 24/07/20 - Unable to model the impacts. 26/08/20 - In discussions with SWAST re the data sets required. 16/09/20 - Initial meeting held with SWAST and data requirements agreed. Outputs may not be available until 07/10/20.	Micky Griffith	N	3	4	12	06/08/2020	OPEN	0%	No	No
CE03	Centres of Excellence	Risk of formal challenge to any part of fit for the future Business Case including Centres of Excellence - from HOSC or member of public	Additional costs and delays in the timeline.	Simon Lanceley	23/07/2020	4	4	16	Stakeholder engagement plan; comms and involvement plan to scale-up input to development of the clinical model and understand likely areas of opposition.	Simon Lanceley	Y	5	3	15	06/08/2020	OPEN	6%	Yes	No
CE07	Centres of Excellence	Deteriorating patient model is not supported by some surgeons who believe an on-site surgical middle grade is required.	The model may not be deemed an safe and have to be re planned resulting in delays and additional costs in the model.	Simon Lanceley	23/07/2020	4	4	16	To consider requested on-site middle-grade.	Simon Lanceley	Y	4	3	12	06/08/2020	OPEN	25%	No	No
ITP09	Imaging Transformation Programme	NHSE/I assurance process is not completed in time to support reconfiguration requirements of the hybrid theatre. Reconfiguration would be delayed or alternative funding identified.	Additional maintenance costs and alternative funding may need to be identified.	Tom Hewish	23/07/2020	4	4	16	Continue assurance process and dialogue with regional and national NHSE/I team.	Tom Hewish	Y	4	3	12	06/08/2020	OPEN	25%	Yes	Yes
CE08	Centres of Excellence	Risk of confusion with Covid-19 changes and CoEx proposals. Nature of temporary COVID changes and long-term FFTF service configuration. Clinical teams may not engage if they believe change ready implemented. Risk to both internal and external stakeholders	Clinical teams may not engage if they believe change ready implemented. Risk to both internal and external stakeholders	Simon Lanceley	23/07/2020	3	4	12	Regularly corporate updates to all staff. Requires targeted communications strategy	Simon Lanceley	Y	3	4	12	06/08/2020	OPEN	0%	No	Yes
R17	Overarching	If the models presented in the PCBC do not fit within the current capital and revenue financial envelopes following review and refinement and validation.	Then budgets may be exceeded and alternative funding may need to be identified.	Micky Griffith	30/07/2020	4	4	16	Further validation of revenue and capital cost pressures.	Micky Griffith	Y	4	3	12	06/08/2020	OPEN	25%	Yes	No
R18	Overarching	If we fail to run a consultation process which meets our legal duties during the current pandemic.	Then the process, thoroughness and timing may be challenged and this will impact on time and budgets.	Micky Griffith	30/07/2020	4	4	16	Investment in engagement technology. Post hard copy documentation to residents. Consultation plan being written.	Micky Griffith	Y	4	3	12	06/08/2020	OPEN	25%	Yes	Yes