

Appendix E

South East Wales Acute Oncology Service: Risk Register

Risk Number	Risk Description	Owner	Pre Mitigation			Proposed Mitigation Actions	Post Mitigation		
			Impact	Probability	Score		Impact	Probability	Score
1. Strategic Risks									
1.1	There is a risk that Health Boards are unable to prioritise required investment in AOS The COVID pandemic is particularly likely to impact on this risk	SRO	4	3	12	1. All HBs have included AOS as a priority in their 2021/22 IMTPs. 2. AOS Business Case Scrutiny Group established incorporating planning and finance representatives to ensure continuous involvement and awareness of plans and finances. Follow up with discussions with DoPs and DoFs. 3. Establish an Implementation Board which includes senior planning, finance and operational representatives from HBs and VUNHST. 4. Ensure any changes to the implementation plan are raised as issues, captured and managed appropriately.	4	1	
1.2	There is a risk that AOS governance is not adequate to maintain shared ownership and delivery	Project Director	3	3	9	1. Continued CCLG involvement, maintaining oversight of the project (including SRO post). 2. Proposed implementation governance incorporated in business case and part of approval process.	2	2	
1.3	There is a risk that further phases of AOS model are not taken forward	Project Director	3	3	9	1. Commitment from CCLG to hold the Implementation Board to account. 2. Joint partnership boards between VUNHST and HBs have been established. 3. Capture lessons learned from phase 1.	3	3	

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2. Planning Risks									
2.1	There is a risk that estimated revenue is unable to meet full costs of implementation		3	3	9	1. Undertake detailed work with stakeholders to define the resource assumptions and associated costs. 2. Work with HB to develop detailed service specifications and implementation plans that reflect local and regional requirements. 3. Maintain detailed cost and forecasts. 4. Establish a finance sub group (as part of existing commissioning arrangements) with senior representation to monitor and approve costs.	3	2	6
2.2	There is a risk that AOS demand outstrips capacity resulting in unmet need		3	3	9	1. A Business Analyst will work with local teams to establish effective and efficient data collection requirements to inform decisions around potential unmet need. 2. Access to better data will help define the true level demand.	3	2	6
2.3	There is a risk that a lack of adequate pre-go live planning impacts adversely on AOS implementation		3	2	6	1. Develop detailed plans and governance for the pre-implementation period. 2. Secure appropriate project management resource to support coordination.	2	2	4
2.4	There is a risk that a lack of adequate data on AOS means that the measures of benefit are not sufficiently collected to demonstrate the value of the investment. It will also hinder measuring progress on implementation.		4	4	16	1. Recruiting a Business Analyst early in the process will help local teams to establish effective and efficient data collection requirements to inform decisions around potential unmet need. 2. Agree the AOS dataset so there is consensus that the correct data is being captured. 3. Agree how, when and what AOS data is captured consistently across the HBs while the Business Analyst post is secured.	3	4	12

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3. Operational Risks									
3.1	There is a risk that inability to access required numbers of adequately trained / skilled Oncologists		4	3	12	1. Link in with VCC Clinical Director and Medical Staffing to ensure job plans and recruitment criteria include AOS where appropriate. 2. Working with Workforce colleagues to develop robust recruitment plans.	4	3	12
3.2	There is a risk that inability to access required numbers of adequately trained / skilled nursing staff		4	3	12	1. Explore feasibility of regional approach to recruitment. 2. Workforce plan that supports upskilling, training and education.	4	3	12
3.3	There is a risk that digital enablers are not of a standard required to support key elements of the solution(s)		3	4	12	1. A Business Analyst will work with local and national teams to scope requirements to develop and inform digital specifications to meet the service need. 2. Work with HB digital leads to ensure regional consistency.	3	3	9

