



3T's RISK MANAGEMENT

**BRIGHTON AND SUSSEX UNIVERSITIES
NHS TRUST**

FINAL

2nd April 2014



2013/14



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Reporting Timetable:

Audit Start	Fieldwork Complete	Discussion Document Issued	Discussed with Client	Issue Draft Report	Client Response to Draft
01/04/2013	31/03/2014	31/03/2014	31/04/2014	02/04/2014	02/04/2014

Administration:

Audit Reference: BSU 13/14.19

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Limitations

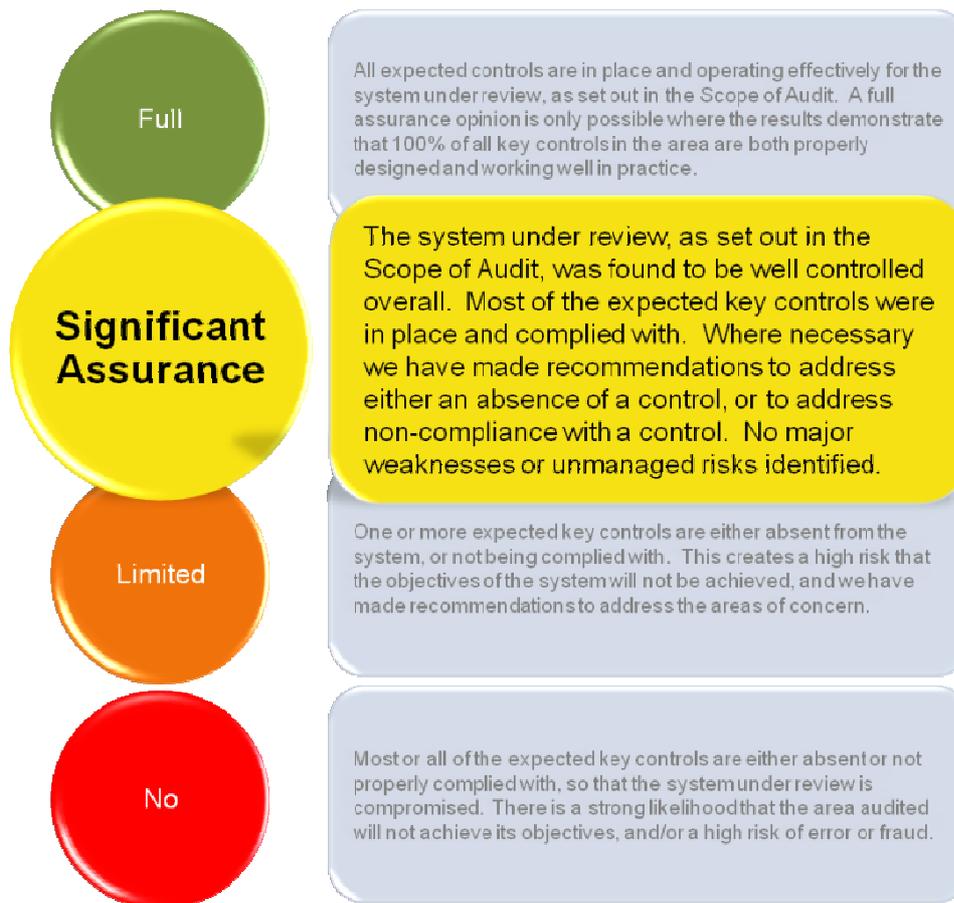
The matters raised in this report are only those that came to our attention during the course of this review and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent.

No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

Additional Note

On the 1st January 2014 South Coast Audit merged with TIAA Ltd, and is now trading as tiaa. Please visit www.tiaa.co.uk to find out more.

1. Opinion & Summary



The relative weighting of each of the risks has been taken into account in the forming of the overall Audit Opinion. The findings from this review will contribute towards the annual Head of Internal Audit Opinion, which may be used by management to help inform the Annual Governance Statement.



Summary

The Trust obtained approval for the 3Ts Project Outline Business Case from NHS South of England on the 29th March 2012 and is now awaiting Treasury clearance to progress to FBC.

Risk Management and Reporting

As last year, Internal Audit has reviewed the Risk Register and the separate Issues Log with the 3Ts Project Risk Manager, giving advice or seeking clarification for any aspects arising. We have been able to offer advice and challenge that we believe has added value to the process and to the reliability of the risk assessments overall.

In particular, the risk reports to the Project Board have better prioritised so that members can focus on those risks that are time sensitive. There are many risks associated with the building stage which will not need to be managed until this is reached.

The Risk Register and Issues log is kept up-to-date, and current top risks are presented to each 3Ts Programme meeting. Further support at 3Ts Risk Management meetings has been provided by the Trust's Risk Manager.

Trends in risk assessments, as circumstances change and time passes, continue to be shown on the risk register and associated reports, along with the standard RAG indicators.

Overall, the register is comprehensive, easy to read and understand, with the level of detail extracted and reported being sufficient for the Programme Board to focus on the main issues. Top risks are reflected in the Trust's main Risk Register, and also the reports produced.

Project progress

The main issue now is the lead-in time to Treasury approval, and the start of building works. Delays to either impact on many aspects of the project – financial and local health economy – which may well need to be reviewed and potentially revised in due course.

There are no recommendations arising from this year's work.

The role of Internal Audit in respect to the 3Ts project through 2014/15 will be discussed and agreed with the Chief Financial Officer, and Director of 3Ts.



2. Background to Audit Need

Introduction

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

As part of our Internal Audit Annual Opinion work for 2012/13, we have again been requested to provide assurance in respect of Risk Management for the 3Ts Programme as part of the Project Management process.

Objectives

The primary objective(s) of the audit were to:

- provide assurance, and advice mainly through attendance at Project Risk Management meetings, and
- contribute to the management of the Project Risk Register, and Issues Log.

Scope

The audit was primarily undertaken through:

- attendance at 3Ts Risk Management meetings,
- providing advice as requested or when the need arises,
- ongoing communication with 3Ts Programme Director and others as appropriate.

A Management Letter (this report) summarising our work and assurances is provided to summarise the work undertaken during 2013/14.