

Ref.	Risk Description	Cause / Impact	Risk Owner	Controls fully in place to manage the risk	Impact	Likelihood	Risk score	Level of risk	Progress on actions	Date for review
	<i>Examples: Ability to ... Management of ... Failure to ... Lack of ... Inappropriate ... Opportunity to ...</i>	<i>What is the cause of the risk? What will the impact be?</i>	<i>Who is responsible for the risk?</i>	<i>What controls are fully in place now?</i>	<i>See impact scoring matrix</i>	<i>See likelihood scoring matrix</i>			<i>Comment on what progress has been made and any problems or delays</i>	<i>Date for review and update</i>
BCF-R001	Failure to deliver BCP objectives within budget	Caused by poor design of chosen schemes and resulting in a failure to manage demand.	DASS / CAO	The models (eg reablement and prevention) being adopted have been implemented in other local authorities and have proven to prevent demand and realise cost avoidance/savings. Ensuring they are delivered to appropriate specifications and requirements will enhance the ability to achieve the intended outcomes. Lessons learnt from historically in Wiltshire and from other local authorities should be adopted where possible to mitigate the risk. Robust ongoing governance and evaluation and monitoring.	4	1	4	Low	implementation of the transformational change programme is on target	15.11.2017
BCF-R002	Lack of financial resource	Insufficient / loss of future iBCF funding to fully deliver transformational change	DASS / CAO	Rigorous application of benefits realisation and prioritisation of resources to key areas of activity	4	1	4	Low	this may be revised subject to non delivery of DTOC trajectory	15.11.2017
BCF-R003	Failure to manage budget and subsequently failing to deliver the financial benefits	Reablement Programme runs the risk for overspend due to the timing for transformation to embed	DASS / CAO	Finance and governance group oversee expenditure and generate actions/recommendations for financial control. These recommendations and budget monitoring taken to the JCB/HWB with risks related to overspend noted and actions taken. A s75 is in place between partners to manage the impact of unresolvable financial pressures.	4	2	8	Medium	2017/18 overspend reported to the JCB. Release of funding from iBCF to confirmed in October 2017. However going forward S75 will underpin the response	15.11.2017
BCF-R004	Failure to develop an integrated model	Lack of integration in strategies, priorities, systems, processes and procedures will result in a disjointed, ineffective and inefficient service which has the potential to impact on the services received by our customers and increased costs.	DASS / CAO	Develop joint strategies, priorities, systems, processes and procedure, overseen by the H&WB Board, JCB, and partnership group overseeing the development of an Accountable Care Alliance in Wiltshire.	4	1	4	Low	no further comment at this time	15.11.2017
BCF-R005	Lack of resources in the market	Lack of market capacity to meet demand resulting in service users not being able to access services in a timely manner which in turn could result in increased needs and levels of support across the system	DASS / CAO	Early market engagement to identify the market capacity and map the gaps has taken place. Ongoing work with providers is required to support recruitment and retention of staff in the care market within Wiltshire to meet demand. Creation of a Reablement service aligned to the Home First service to better manage demand.	4	2	8	Medium	Market engagement commenced and continues. Budget is being developed as Business Cases are signed off. Workforce development plan and supporting business case under development.	15.11.2017
BCF-R006	Financial risk associated with a market failure, including CQC quality assessments identifying need for improvements	Alternative care arrangements would result in a financial pressure within the BCF	DASS / CAO	Whole system approach to contingency planning, market map and fully understand the economic and financial stability of providers and risk assess their viability. The adoption of a fair pricing mechanism in the market	4	3	12	High	no further comment at this time	15.11.2017
BCF-R007	Instability across the system due to leadership changes	Causing a delay in delivery of 3 months or longer or the complete failure to deliver the programme	DASS / CAO	The programme receives full support from the organisations leadership teams, the cabinet member for Adult Social Care, the H&WB Board and the JCB. Current vacant posts (DASS and CAO) are held by interim postholders. A new joint leadership structure has been agreed and a plan is in place to recruit a joint DASS/CAO.	4	2	8	Medium	Progressing	15.11.2017
BCF-R008	Lack of culture change across the system	Resulting in a lack of delivery of the new model. Increased costs to provide the new reablement and front door services will not realise cost avoidance or cost savings targets. Potential model failure and resulting service failure.	DASS / CAO	Market engagement and commissioning specification to support the delivery of the new model. Continued work with staff at all levels, including leadership, across partners, providers and the voluntary sector to influence a change in culture long term. Performance management framework for providers and employees to ensure that the culture is adopted and implemented. Robust communications plans for the public.	4	2	8	Medium	No further comment at this time	15.11.2017

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BCF-R009	Lack of skilled workforce	Lack of skilled staff to support the outputs for the programme including partners, providers, and the voluntary sector to meet the demand resulting in reduced or failed outcomes.	DASS / CAO	Revision of a joint workforce development plan to support delivery of the programme and its outcomes	4	2	8	Medium	Progressing	15.11.2017
BCF-R010	Failure to deal with emerging pressures	Resulting in lack of resources to deliver the outputs of the programme and outcomes. Reputational risk within the provider market and reduced customer satisfaction and confidence. Lack of planning and contingency availability.	DASS / CAO	Effective business continuity and contingency planning to deal with emerging pressures. Effective risk management within business areas. Effective resource management plans that provide flexibility to react to emerging pressures.	3	2	6	Medium	Progressing	15.11.2017
BCF-R011	DTOC - Failure to deliver the Wiltshire DTOC Plan	A Wiltshire wide plan (pooled and grant funding) not clearly demonstrated	DASS / CAO	Wiltshire DTOC plan developed and taken through the Wiltshire A&E Board and aligned to the STP. Regular monitoring of actuals against trajectory and delivery of the workstreams supporting flow. Deliver fully operational Reablement model	4	4	8	Medium	Plan and recovery plan are in place	15.11.2017
BCF-R012	Failure to deliver the DTOC trajectory	Non delivery of November 2017 1,325 lost bed days	DASS / CAO	<p>Monitor delivery of lost bed days against the trajectory and BCF projects ability to delivery KPIs.</p> <p>Evaluation of projects/work streams to inform decision on pace if off trajectory and new actions to accelerate delivery.</p> <ul style="list-style-type: none"> • Additional domiciliary care capacity - reablement pilot • 9 additional ICT beds • An immediate diagnostic, identifying the need for system improvement. • iESE to undertake further diagnostic across all 3 acutes but with particular focus on SFT • Developing a Home from Hospital service with Age UK 	4	4	16	High	Plan in the development stage with task and finish groups. Actions to accelerate delivery are progressing however Sept reported an improvement but at this time the risk of non delivery is high. Joint Commisisoning Board has ratified a DTOC sub group reporting into the Board and Health and Wellbeing Board	15.11.2017