

Annex 3 Managing Risk

The table below provides details of the key risks associated with the Better Care Fund and mitigating actions.

Description	Impact	Probability	Mitigating Actions
Further embedding and developing our established integrated care model fails to translate into the required reductions in acute and nursing/care home activity in 2015/16, impacting the overall funding available to support core services and future schemes.	High	Medium	2014/15 will be used to test and refine our assumptions, with a focus on developing detailed business cases and implementation plans.
The introduction of the Care Bill, currently going through Parliament will result in a significant increase in the cost of care provision from April 2016 onwards that is not fully quantifiable currently and will impact the sustainability of current social care funding and plans.	High	High	We have undertaken an initial impact assessment of the effects of the Care Bill and will continue to refine our assumptions around this, in the light of detailed modelling and as we develop our detailed implementation plans during 2014/15.
The complexity of the programme will stretch the management capacity of the health and social care system	Medium	Medium	The Transformational Leadership Board will review progress on a regular basis and continuously review strategic and operational priorities. There is sufficient management capacity in the system so the governance structure has been designed to share implementation responsibilities within a best practice programme structure based on MSP principles
The strategic plan is predicated on the achievement of short term efficiency improvements to invest in long term integrated care initiatives that will the system to address demand in a more efficient and effective way. Failure to succeed in the first two years will severely impact overall success	High	Medium	The Transformational Leadership Board will recognise the importance of the 2 year window. The strategy builds on the current productivity programme that is already achieving efficiency improvements and specific workstreams are designed to accelerate achievement of additional economies so that the longer term initiatives can start early for later payback.
The health and social care system cannot afford 'double running costs' of both new and old clinical models and pathways.	Medium	Medium	The Programme Management Office will need to sequence the achievement of workstream milestones alongside the achievement of productivity improvements. Individual organisations will be expected to support reduction in capacity and associated costs as new services are introduced and to do this in a way that safeguards service continuity. The early productivity improvement programme is designed to generate financial headroom that can be used alongside the Better Care Fund to accelerate the pace of early transformation work