

Appendix 6 - Better Care Fund Programme Risk Register

Unique Risk No.	Status	Impact Area	Date Raised	Date of Next Review	Date Closed	Risk Title	Risk Description	Consequence	Risk Owner	Likelihood (5 = highly likely, to 1 = unlikely)	Impact (5 = catastrophic, to 1 = insignificant)	Risk Rating (Likelihood x Impact)	Current Mitigation and further planned actions
BCF01	Open	Scheme	01/04/17	01/09/17		Non-delivery of emergency admissions target	Further embedding and developing our established integrated care model fails to translate into the required reductions in emergency admissions in 2017/18, impacting the overall funding available to support core services and future schemes.	Financial risk impacts mainly on Council and CCG, operational risk is borne by provider.		3	4	12	The A+E Delivery Board will support system wide overview of delivering of urgent care transformation programme and system wide performance on managing urgent care activity. Alignment of other commissioning initiatives means that delivery is not wholly reliant on BCF schemes. The Joint Commissioning Committee (JCC) will regularly review progress and continuously review strategic and operational priorities. The financial risk of non-delivery has been recognised by both the CCG and Council, the Council & CCG have also identified contingency reserves within their plans to the necessary value to cover the risk. A further review on the delivery and capacity of reablement to understand and measure its benefits in the current model.
BCF02	Open	Programme	01/04/17	01/09/17		Benefits realisation	There is a risk that the programme completes to an agreed timetable but the expected benefits are not realised.	DTOC levels do not reduce and emergency admissions rise	Caroline Holmes	3	4	12	In line with MSP practice, each scheme has identified benefits with dependencies and benefit owners. These will be tracked regularly with regular formative evaluation throughout the programme. Development of contingency plans e.g. aligned initiatives as set out above. DTCO metric reductions have been modelled conservatively.
BCF03	Open	Scheme	01/04/17	01/09/17		Overlap and complexity of initiatives	There is a risk that the complexity and interrelationship of our initiatives with other related initiatives are not clearly understood.	There is confusion and duplication between the schemes	Caroline Holmes	3	4	12	Robust identification of expected impacts and of the relationship between different schemes (good programme and detailed project arrangements) and developing monitoring to match. These will be reviewed regularly by the JCC.
BCF04	Open	Programme	01/04/17	01/09/17		Health and social care management capacity	The complexity of the programme will stretch the management capacity of the health and social care system	Reporting will not be to the level required to deliver the scrutiny that the Programme needs	Caroline Holmes	3	3	9	The JCC will review progress on a regular basis and continuously review strategic and operational priorities. CCG and LA to engage in regular joint review of deployment of resources to deliver joint commissioning priorities.
BCF05	Open	National Conditions	01/04/17	01/09/17		Programme capacity	There is a lack of capacity to monitor progress and identify issues with schemes	see above	Caroline Holmes	3	3	9	Ensure performance measures are deliverable by providers. Agree programme for performance reporting. New commissioning manager role will include DTOC support.
BCF06	Open	National Conditions	01/04/17	01/09/17		DTOC Metrics	The risk that DTOC numbers do not reduce in line with the metrics set	Flow in hospitals will continue to be compromised	Caroline Holmes	4	4	16	Continue to implement DTOC action plan with clear ownership and reporting in place.
BCF07	Open	Programme	01/04/17	01/09/17		Your Care Your Way capacity	The transfer to a new community provider may take up resource in commissioning and ?? Virgin Care as contracts bed in. This will affect the pace of transformation	The delivery of the schemes may be compromised	Caroline Holmes	4	4	16	Continue to monitor delivery of schemes and programme overall . Monitor any concerns about capacity in contract meetings.
BCF08			01/04/17	01/09/17		Fragility of care home market and risk of closures	170 beds have closed in BaNES in the last 18 months. This is a service risk and a continuity risk.	Financial risk to Council as fees likely to rise. Quality risk to BaNES as provision reduces. DTCO risk	Caroline Holmes	4	4	16	Council has increased fees (Fair Price of Care) Continue to work with providers. Trust in Pathway 3 D2A Beds to support discharges.
BCF09			01/04/17	01/09/17		Financial position for Council and CCG	Financial pressures in both Council and CCG are demonstrated in savings plans and efficiencies.	Pressures may impact on relationships and may cause additional priorities around savings programmes	Caroline Holmes	4	4	16	Range of savings plans in place for Council and CCG. iBCF support additional demand on adults budget.