



Risk Register

Date	18/05/2015
Risk Status	Open
Risk Owner	Lesley Perkin

Aylesbury Vale and Chiltern CCG Joint Risk Registers

Integrated Care Programme

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
ICP 6	Financial flows do not match activity flows Risk Owner: Lesley Perkin Last Updated: 18/05/2015	Cause: Complex system with unsophisticated financial flows. Effect: Decreased activity in one part of the system results in increased activity and costs in another part of the system. Increased activity in all parts of the system.	4 4 16	Model impact of changes through the profit and loss model Scorecard with whole system KPIs	4 4 16	
ICP 10	Lack of preparedness and capacity in community services (incl. general practice) Risk Owner: Lesley Perkin Last Updated: 18/05/2015	Cause: Lack of headroom to develop new services to be ready for changes in wider system Effect: New models fail to be properly implemented and benefits not realised.	4 4 16	Key stakeholders and clinicians engaged in service redesign and implementation planning Whole system programme management approach to enable dependencies to be managed and ensure transparency of all projects to minimise duplication and gaps	4 4 16	Plans should be prepared in advance so that additional funds can be applied for at every opportunity. Person Responsible: Lesley Perkin To be implemented by: 31/03/2016
ICP 11	Financial rewards and incentives not aligned Risk Owner: Lesley Perkin Last Updated: 18/05/2015	Cause: Different organisations with different funding systems and contextual situations. Effect: Appropriate changes not implemented because the financial impacts are not acceptable to individual organisations. Opportunities within existing frameworks not therefore sought.	4 3 12	HBL and other groups to build trust and understanding Develop relationships with key stakeholders such as TDA so that permission is granted as alternative methodologies developed.	4 3 12	

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ICP 1	Lack of trust destabilises partnership Risk Owner: Lesley Perkin Last Updated: 18/05/2015	Cause: Pressure on organisations and lack of trust. Reluctance to take leaps of faith. Effect: Partnership destabilised. Leaps of faith not taken so changes not effected.	4 3 12	_____ _____ Patient stories describe impact across the system	3 3 9	Ensure all key stakeholders engage within their organisations to disseminate the imperative. Person Responsible: Lesley Perkin To be implemented by: 01/10/2015 _____ Involve front line staff to support organically developed improvements. Person Responsible: Lesley Perkin To be implemented by: 01/09/2015 _____ Develop robust risk share arrangements as trust builds around integration Person Responsible: Lesley Perkin To be implemented by: 31/03/2016
ICP 4	Lack of pump priming investment impacts on ability to deliver changes at scale and pace Risk Owner: Lesley Perkin Last Updated: 18/05/2015	Cause: No new BCF funding in Bucks Effect: Schemes can only develop slowly and organically which limits their impact and therefore in turn delays the return of savings for future investment.	3 3 9	_____ _____ Deliver alignment benefits in Tier 3 services where pump priming resource not required _____ Work on several whole system projects to release funds for investment in integration schemes to drive even further savings	3 3 9	Ensure plans ready so that additional funding can be secured whenever possible. Person Responsible: Lesley Perkin To be implemented by: 31/03/2016

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ICP 8	Staff not available to deliver new models of care Risk Owner: Lesley Perkin Last Updated: 18/05/2015	Cause: Unaligned workforce strategies Effect: Insufficient staff with incorrect skills to provide new models of care	4 3 12	Build and maintain links with HETV to ensure alignment. Consider workforce requirements as part of longer term model development and liaise with education providers Workforce planning as part of the project plan for each implementation phase Whole system workforce project established to bring together all key personnel and develop plans for changes.	3 3 9	
ICP 9	Lack of whole system alignment of strategies Risk Owner: Lesley Perkin Last Updated: 18/05/2015	Cause: Complex systems with conflicting priorities and strategies Effect: Misaligned programmes with gaps, duplication and lack of benefits realisation	4 4 16	Clear governance of all projects to ensure clarity on where decisions to be made on various projects Use robust programme management to ensure all parties aware of projects, impacts and implications	3 3 9	
ICP 12	Focus on Buckinghamshire organisations and services Risk Owner: Lesley Perkin Last Updated: 18/05/2015	Cause: Seeking to reduce complexity and make changes within framework of existing relationships. Effect: Opportunities missed to improve services for Bucks residents outside borders. Learning opportunities missed.	3 3 9	Key personnel to ensure time spent researching programmes in other areas and involving ourselves in them as and when appropriate.	3 2 6	

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ICP 13	Different languages and lack of understanding impacts on programme implementation	<p>Cause: Regulatory frameworks and context such as the commissioner/provider split and local accountability arrangements.</p> <p>Effect: Projects not implemented at scale and pace and benefits not realised.</p>	<p>3 3</p> <p>9</p>	Whole system workshops to share constraints and increase understanding of frameworks within which partners operate.	<p>3 2</p> <p>6</p>	
	<p>Risk Owner: Lesley Perkin</p> <p>Last Updated: 18/05/2015</p>					