

There is a risk that:	How likely is the risk to materialise? Please rate on a scale of 1-5 with 1 being very unlikely and 5 being very likely	Please rate on a scale of 1-5 with 1 being a relatively small impact and 5 being a major impact And if there is some financial impact please specify in £000s, also specify who the impact of the	Overall risk factor (likelihood *potential impact)	Risk Owner	Mitigating Actions
If there is no strategic vision, oversight or direction of travel, or if there is too much focus on small scale initiatives, opportunities to undertake critical and joined up transformation of services will not be maximised.	3	3	9	ICB	Agreed vision and principles which are incorporated within BCF Plan and service core planning documents. Alignment of vision with other system plans - e.g. STP, devolution, Health and Wellbeing Strategies, Council's visions. Reviewed governance to maximise opportunities for join up across Cambridgeshire and Peterborough and key areas of transformation (e.g. Cambridgeshire and Peterborough CCG Sustainability and Transformation Programme) to ensure proposals are mapped back to the agreed vision before approval, and to maintain oversight and monitor progress at all stages. Client groups are identified and reflected in the future vision.
Lack of transformational change strategic leadership capacity across the system leading to inability / unwillingness of partner organisations to provide the sign up and required cultural shift to deliver the whole-scale change, then the transformation will fail to achieve the necessary financial benefits and improvements for customers, staff and stakeholders.	3	4	12	CCG/PCC/CCC	Continue development of a Transformational System leadership capacity / capability building programme for all executive system leadership. Agreed vision and principles which are incorporated within service core planning documents. Demonstrable leadership through the delivery of the engagement plan. All organisations represented by the right people empowered to make decisions.
If the demand for social care services increases more rapidly than the profiled rate, the original plan will not be deliverable. Additional investment and transformation activity will, therefore, be required.	3	5	15	PCC/CCC	Effective monitoring of demand for social care arising from the demographic change. Effective monitoring of demand for social care arising from statutory duties under the Care Act. Contingency plans prepared and in place for early intervention if anomalies or variations are identified. Re-prioritisation of existing resources. Focus on prevention and early intervention transformation initiatives to manage demand.
If investment in prevention fails to sufficiently reduce demand for acute services, this will increase the financial and resource challenges for acute and related services.	5	3	15	CCG	Effective monitoring of demand for acute services arising from the demographic change. Effective monitoring of demand for acute services arising from statutory duties under the Care Act. Contingency plans prepared and in place for diversion of funding where necessary. Continued review of whole system transformation to reduce demand for acute services.
If staff are not fully aware of, nor engaged with, the changes arising from the BCF Plan there may be a negative impact on staff attendance, retention and recruitment.	3	3	9	PCC/CCC/CCG/NHS Partners/VCS	Comprehensive engagement plan in place with clear and timely objectives and targets. Profiling and management of workforce attendance and turnover. Demonstrable leadership through the delivery of a comprehensive staff engagement plan. Development of appropriate workforce and associated operational development plans.
If there is ineffective or insufficient engagement with stakeholders, including partners and customers, in developing and delivering the BCF then they may feel marginalised and excluded. Transformation may, therefore, be ineffective.	2	3	6	PCC/CCC/CCG	Comprehensive engagement plan in place, developed with partners, which clearly segments the key stakeholder groups and the specific activities required to effectively reach them. Clearly articulate the benefits and apportion to each partner organisation. Ensure appropriate involvement of key staff in programme planning and implementation. Clearly document the governance and ownership of the engagement plan and the relevant reporting and monitoring processes.
If there are multiple and/or uncoordinated changes to service delivery this could destabilise provision and performance.	4	4	16	PCC/CCC/CCG	Ongoing review of strategy and vision. Robust arrangements in place to coordinate delivery timetables across all change activities. Appropriate investment in effective models and methods of communication with users and staff. Develop and implement a whole system organisational development programme to work out delivery together. Development of integrated project governance and management structure to ensure integration across different programmes of work.
If the data used to develop the BCF Plan is inadequate, delayed or unavailable, then there may be unforeseen and unplanned service delivery or financial impacts/demands.	2	4	8	PCC/CCC/CCG	Ensure plan is updated regularly to reflect the emerging position and any agreements or changes which have been made. Ensure effective coordination of the work of different project teams to allow timely update of assumptions. Validation of data used and assumptions made are clearly evidenced and documented.
If there is insufficient project control, transparency and accountability, delivery of the BCF Plan and strategic vision may be compromised.	3	3	9	PCC/CCC/CCG	Programme management resources in place to deliver the plan to agreed milestones. Strong governance and effective PMO processes in place to monitor and oversee delivery of the plan, milestones, risks and issues. Strong and effective leadership from key stakeholders.
If there is a delay in developing the BCF Plan, it may not be finalised and approved by the due date for submission.	1	2	2	PCC/CCC	Build on the agreed vision and development of work within 2016/17. Detailed plan to oversee development, taking into account all necessary requirements for adequate discussion, challenge and sign-off. Early identification and engagement with officers and teams who will need to contribute and develop the plan. Clear governance agreed for final approval.
If changes are made to national policy in respect of urgent and emergency care this could negatively impact the BCF Plan content and timetable.	3	3	9	CCG	Effective links in place with local and national NHS policy makers.
If increased demand for carers' provision, as a direct result of the Care Act, exceeds that which has been profiled then there will be additional costs and demand on resources.	2	3	6	PCC/CCC	Ongoing monitoring and profiling of demand. Development of community capacity through commissioned activities and close working relationship with voluntary sector (PCVS). Re-prioritisation of existing resources.