

## Risk Matrix

**Analysis of risks set out in ASA:** The risk analysis set out in this grid has been completed against the Trust's risk scoring matrix under which a score of 4 or less is regarded low, between 6 and 9 as moderate and 10 to 25 as significant.

Risk	Risk description	Mitigation	Risk Score		
			Impact	Likelihood	Score
<b>Ordinary residence</b>	Movement of ordinary residence can create in year pressures and this will be monitored closely through Social Care Programme Board	<ul style="list-style-type: none"> <li>Adherence to protocols by front line teams and to assess the needs of individual only users to ensure that ordinary residence does apply to their circumstances.</li> <li>A revised protocol has been introduced during 2013/14 and is being applied. Operationally application is monitored via the Complex Care Review Panel.</li> <li>Close monitoring of financial impact through Social Care Programme Board (Monthly reports available and quarterly report to Commissioning for Independence Board.)</li> </ul>	4	4	16
<b>The scale of savings required</b>	Savings plans targets are significant and over a two year period will require radical changes in the range of services available, the level of care that can be provide and the way services are delivered.	<ul style="list-style-type: none"> <li>Individual assessments / reassessment carried out against FAC criteria and all relevant policy frameworks as part of assessing whether it is safe or appropriate to reduce the level and make up of existing care plans.</li> <li>The Trust, Council and CCG will work with service users and the voluntary sector to secure appropriate input and engagement in redesigning and redeveloping services.</li> <li>Changes in the nature, level and range of services will be subject to formal consultation as required by national guidance and Council policy.</li> </ul>	4	4	16
<b>Risk of capacity to deliver changes</b>	The requirements of this commissioning agreement are the further changes and savings to back office and assessment processes. Capacity in zone teams	<ul style="list-style-type: none"> <li>This is mitigated through assurance from the Trust that operational services at the front end can be delivered in a different way.</li> <li>ASA KPIs include monthly metrics that will demonstrate any reduction in capacity</li> </ul>	4	3	12

Risk	Risk description	Mitigation	Risk Score		
			Impact	Likelihood	Score
	may impact on the pace of delivery.	<ul style="list-style-type: none"> <li>Regular updates to OLG, SCPB and/or CIB highlighting any commissioning/service transformation needs/risks.</li> </ul>			
<b>Community concern</b>	Concern may be raised in response to implementation of the programme of work outlined in this agreement which may affect the pace of delivery.	<p>This is mitigated through</p> <ul style="list-style-type: none"> <li>The close involvement of, and engagement with the individuals involved, their families and carers through the relevant assessment and reassessment processes.</li> <li>Moderation of decision making in complex cases through the complex care review panel.</li> <li>Escalation of individual cases to the Social Care Programme Board, support from Council Legal services and briefing for Members where particularly difficult, sensitive or contentious cases arises.</li> </ul>	4	3	12
<b>Care Home Fees</b>	Care home fees have been set within a new banding structure for residential care set last year.	<ul style="list-style-type: none"> <li>This is mitigated through a consultation process with providers. The process may be open to challenge.</li> </ul>	3	3	9
<b>Acquisition process</b>	The Trust is expected to be acquired by another NHS Foundation Trust in September 2014 and this could result in distraction from delivery of this agreement.	<ul style="list-style-type: none"> <li>This is mitigated through close working between senior officers in the Council, the Trusts and CCG, the Mayor and Councillors, NHS Chairs and Board members.</li> <li>The impact on frontline staff will be minimal and mitigated by frequent staff briefings and updates from senior management</li> </ul>	3	2	6