

Appendix 3

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			Risk Owner
			Impact	Likelihood	Score	
Care Home Fees	Care home fees have been set within a new banding structure for residential care set last year and this has been challenged through JR.	<ul style="list-style-type: none"> This challenge is currently being considered for appeal 	4	4	16	Council
Acquisition process	The Trust is expected to be acquired by another NHS Foundation Trust in 2015 to form an ICO and this could result in distraction from delivery of this agreement.	<ul style="list-style-type: none"> 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. The impact of senior staff and board member changes will be mitigated through close working of council, NHS provider and commissioner bodies. 	4	4	16	Trust
Ordinary residence	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"> 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. A revised protocol has been introduced during 2013/14 and is being applied. Operationally application is monitored via the Complex Care Review Panel. Close monitoring of financial impact through Social Care Programme Board (Monthly reports available and quarterly report to Commissioning for Independence Board.) 	4	4	16	Council
The scale of savings required	Savings plans targets are significant and over a two year period will require radical	<ul style="list-style-type: none"> 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 	4	4	16	Shared

Risk	Risk description	Mitigation	Risk Score			Risk Owner
			Impact	Likelihood	Score	
	changes in the range of services available, the level of care that can be provide and the way services are delivered.	<p>and make up of existing care plans.</p> <ul style="list-style-type: none"> 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. Changes in the nature, level and range of services will be subject to formal consultation as required by national guidance and Council policy. 				
Risk of capacity to deliver changes	The requirements of this commissioning agreement are the further changes and savings to back office and assessment processes. Capacity in zone teams may impact on the pace of delivery.	<ul style="list-style-type: none"> This is mitigated through assurance from the Trust that operational services at the front end can be delivered in a different way. ASA KPIs include monthly metrics that will demonstrate any reduction in capacity Regular updates to OLG, SCPB and/or CIB highlighting any commissioning/service transformation needs/risks. 	4	3	12	Shared
Community concern	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"> The close involvement of, and engagement with the individuals involved, their families and carers through the relevant assessment and reassessment processes. Moderation of decision making in complex cases through the complex care review panel. 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. 	4	3	12	Council
Delivery of Care Act	The care act is an opportunity to improve social care and is expected to be fully funded by Government.	<ul style="list-style-type: none"> Close involvement through ADASS and LGA of assessing impact and preparedness for Care Act 	4	3	12	Shared
DoLS	The Cheshire West ruling in March 2014 has created significant additional	<ul style="list-style-type: none"> Caselaw relating to DoLS has created national pressures, with the Law Commission now reviewing the legislation, with likely changes to the law in 2017. The Council has made additional 	4	3	12	Shared

Risk	Risk description	Mitigation	Risk Score			Risk Owner
			Impact	Likelihood	Score	
	applications for Deprivation of Liberty Safeguards. This has resulted in an increasing waiting list without the capacity to process applications within legal timescales.	funding (£60k) available to support this in 14/15. This has improved administration but it has not been possible to identify appropriately qualified best interest assessors to make an impact on waiting times. A local course is being considered to supply more staff and a range of other options are being developed.				
EDS	Vacancies, an ageing workforce, skill set requirements and a need to change working patterns has placed this small service at risk of breakdown.	<ul style="list-style-type: none"> A range of options are being developed to put this service on a sound footing. This includes outsourcing the service to another provider, considering a combined day/night rota and splitting children and adult services. 	4	4	16	Trust
Dom Care	Pressure in dom care market; difficulty in securing packages of care in timely way with some providers planning to exit the market.	<ul style="list-style-type: none"> The Living Well @ Home programme has been designed to stabilise the market. 	4	4	16	Shared