

Bury Locality														
Risk Description			Pre-mitigation			Actions				Completion Date for Actions		Post-mitigation		
A statement describing the risk event, cause and impact			Likelihood	Impact	RAG Status	The actions and activities planned to take place that will when implemented or completed reduce, eliminate or minimise the risk				Each action should have a completion date set		Likelihood	Impact	RAG Status
Risk: Inability to mobilise Information Management Technology (IMT) requirements Cause: due to insufficient capital investment Impact: suboptimal new models, in particular integrated neighbourhood working			4	5	20	<ul style="list-style-type: none">• Refresh of IMT requirements within mobilisation plans• Establishment of IMT Enabling Workstream within programme governance with single system leadership and clear set of system-wide deliverables and implementation plans• Recruitment to specialist capacity and capability within PMO establishment• Harness current and planned GM initiatives such as ISG and Datawell• Build upon existing strengths such as Vision across General Practice• System-wide risk share of financial and other implementation exit costs• Submission of DTF bids for 2018/20				31/12/2018		2	5	10
Risk inability to identify high risk / priority cohorts Cause: lack of dynamic risk stratification Impact: resources won't be targeted to deliver improvements in outcomes / to reduce activity			4	5	20	<ul style="list-style-type: none">• Review of current system risk stratification capabilities• Identification of transformation model short, medium and longer-term risk stratification requirements• Develop required risk stratification tools, building upon existing capabilities				31/12/2018		2	5	10
Risk: cuts to services Cause: Efficiency / savings programmes across the system Impact: on impact of transformation programmes / systems ability to transform			5	4	20	<ul style="list-style-type: none">• System wide transparency and openness• Joint planning• Development of OCO and LCO• Finance workstream to provide oversight of system-wide savings plans - to avoid double counting,• Transformation prioritisation process to consider risks associated with existing services				31/12/2018		3	4	12
Risk: lack of necessary system working Cause: lack of adequate risk share agreements across providers and commissioners - Bury, NES and GM Impact: performance and savings ambitions will not be realised			4	4	16	<ul style="list-style-type: none">• Collation and development of plans across provider footprints to determine the impact on each organisation.• Ongoing engagement with stakeholders including NHSE, NHSI and GMHSC to develop an agreed approach.• Shared understanding of baseline metrics• Assessment and agreement of local risk appetite.• Development of agreements which identify what the risk is, who is involved, and recognise non-financial risks• Local risk share arrangements to be set out in LCO mutually binding agreement and Bury Investment Agreement (linked to transformation programmes)• Provider commitment to establish risk and reward agreement contained in LCO mutually binding agreement				31/03/2019		2	4	8
Risk: workforce shortages for new care models Cause: inability to recruit / develop skills required for new models Impact: unable to implement new models			4	4	16	<ul style="list-style-type: none">• Early understanding of workforce requirements• Early proactive workforce planning• Establishment of HR / Workforce Enabling Workstream within programme governance with single system leadership and clear set of system-wide deliverables and implementation plans• Reallocation of existing resource, use of agency and consultancy support where appropriate• PMO dashboard to report key resourcing issues• GM workforce planning programmes				31/09/2019		2	4	8

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Risk: business as usual performance will be impacted upon by transformational change Cause: diversion of capacity and / or capability. Disruption to BAU caused by change programmes Impact: failure to deliver quality and performance standards, e.g. NHS constitutional standards			3	4	12	• Ongoing performance monitoring and management via existing performance management structures, systems and processes - see capacity issue • Development and implementation of transformation / change management programme • Additional resource to be secured to undertake / backfill capacity released to deliver transformation where required			31/12/2018		2	4	8
Risk: transformation programmes don’t deliver planned improvements Cause: inaccurate planning / modelling assumptions, poor execution of programmes Impact: sustainability, outcomes and performance improvements not realised			4	5	20	• Programme level impact / benefit modelling • Locality plan aggregation sense checking, eliminating double counting • PMO approach implemented to ensure successful delivery • Programmes developed for transformation drivers (e.g. workforce, comms and engagement, IM&T etc) to support transformation programme success			30/09/2018		2	4	8
Risk: local people, staff and other stakeholders don’t buy-in to new models Cause: failure to engage and involve them in the design, development and delivery of transformation programmes Impact: required behaviour / culture changes not realised			4	5	20	• Establish Communications and Engagement workstream including system-wide representation • Secure dedicated specialist resource to lead work programme development and delivery • Development of comprehensive internal and external communications, engagement and involvement strategies and plans - including local people and staff working in H&SC • Develop communications and engagement toolkit to enable effective and consistent delivery			31/12/2018		3	4	12
Risk: inability to co-locate integrated neighbourhood teams Cause: lack of suitable estate Impact: inability to implement preferred integrated neighbourhood team model			4	4	16	• Establish Bury Strategic and Operational Estates Groups, ensuring system-wide representation • Undertake neighbourhood asset review • Map existing estate to neighbourhood footprints • Identify future estate requirements - aligned to new models / ways of working • Develop property options and scenarios’ through the Bury SEG. • Ensure integration with other enablers. • Early id of resource needs, project responsibilities and reporting.			31/12/2018		3	4	12