

**Crynodeb o Risg / Summary of Risks**

Cyf Risg / Risk Ref	Risg / Risk	Risg Cynhenid / Inherent Risk	Risg Gweddilliol / Residual Risk
1	Transfer of land ownership	C1	C2
1	Is there sufficient scope within the local job market?	B2	C2
1	Poor communication	B2	C2
2	Developments at Bryn Awelon Care Home		
2	Failure to recruit and train staff ready for go-live	B2	C2
2	Delays in receiving confirmation / information regarding details of the scheme	C2	D3
3	SOC development, approval and affordability		
3	Availability of Registered nurses in the area	B2	
3	Persons losing interest whilst the scheme is being built	B2	B2
4	OBC development, approval and affordability		
4	Availability of care staff in the area	B2	
4	Community Engagement, Publicity and Communications	B3	E5
5	FBC development, approval and affordability	0	
5	Availability of ancillary staff in the area e.g. maintenance, caretaker	B2	
5	Marketing activities delayed	D1	D1
6	Partnership agreement between CG & BCUHB to be agreed and signed		
6	Recruitment of Registered Care Manger for the site	B2	
6	Media channels being fully booked	C3	C3
7	Delay to receipt of funding affecting design progression and submission of Planning application	D2	E5
7	Delay in signing off marketing communications / activities due to time constraints and resources.	D3	D3
8	Specific funding requirements affecting design / progression of design	E5	E5
8	Ensure appropriate Media Channels are used.	D3	D3
9	Marketing and Communication plan not produced in time or incomplete		
9	Processes and agreements are not developed or adhered to	C2	C3
10	Too many competing priorities within the programme	B2	C2
11	Failure for Care provider to mobilize for start of contract	C2	C3
12	Failure to maintain steady state KPIs re occupancy levels and income collection	C2	C3
13	Legal Charge	C3	C3
14	Independent Sector Care Home Fees		

Cyfeirnod Risg / Risk ID	Risk	Impact (Consequences)	Perchennog y Risg / Risk Owner	Risg Cynhenid / Inherent Risk			Existing Controls	Risg Gweddilliol / Residual Risk			Gweithred / Action
				Tebygolrwydd / Likelihood	Effaith / Impact	Sgôr / Score		Tebygolrwydd / Likelihood	Effaith / Impact	Sgôr / Score	
1	Transfer of land ownership	No land in place to build the care home	Clwyd Alyn / CG	C	1	C1	CA to provide draft HOT to CG	C	2	C2	The land is in the ownership of Clwyd Alyn but needs to be transferred to CG
2	Developments at Bryn Awelon Care Home	Business case no longer viable	CG / BCUHB								
3	SOC development, approval and affordability	No funds in place to continue with the build	CG / BCUHB								
4	OBC development, approval and affordability	No funds in place to continue with the build	CG / BCUHB								
5	FBC development, approval and affordability	No funds in place to continue with the build	CG / BCUHB								
6	Partnership agreement between CG & BCUHB to be agreed and signed	Partners not signed up to the arrangements therefore unable to progress with the project	CG / BCUHB								
7	Delay to receipt of funding affecting design progression and submission of Planning application	Delay to start on site	CG / BCUHB	D	2	D2	Need to agree design and submit Planning Application	E	5	E5	Design Group to be established
8	Specific funding requirements affecting design / progression of design	Delay to start on site	CG / BCUHB	E	5	E5	Requirements incorporated into the design	E	5	E5	Design Group to be established
9	Processes and agreements are not developed or adhered to	Unsustainable model resulting in a scheme filled with people who do not have relevant care or support needs, Failure to fill the care home	CG / BCUHB	C	2	C2	Need to ensure Management agreement, nominations agreement and eligibility criteria are in place.	C	3	C3	Ensure compliance with management agreement and eligibility criteria. All parties adhere to the agreement.

10	Too many competing priorities within the programme	Failure to deliver efficiencies, Delays to the programme due to other priorities being taken forward resulting in delays in the opening of the scheme, Objectives not completed and benefits not realised	CG / BCUHB	B	2	B2	Programme Board meet on a monthly basis, comprising of Senior Officer from CG/CA/BCUHB. Further sub groups will be established to look at operational matters, communication, design and construction.	C	2	C2	Sub groups to be arranged and operational and project board meetings.
11	Failure for Care provider to mobilize for start of contract	Delays in care provision thereby affecting mobilisation and financial model.	CG / BCUHB	C	2	C2	Authority to determine approach and timeframe aligned to scheme completion.	C	3	C3	tbc
12	Failure to maintain steady state KPIs re occupancy levels and income collection	Financial loss to the Group and void financial impact on xxx to cover void loss periods	CG / BCUHB	C	2	C2	KPI to be agreed and allocations criteria tba/Tenancy agreement tba & staffing structure tba	C	3	C3	operational delivery plan tba

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				Tebygolrwydd / Likelihood	Effaith / Impact	Sgôr / Score		Tebygolrwydd / Likelihood	Effaith / Impact	Sgôr / Score	Action	Swyddog Cyfrifol / Responsible Officer	Dyddiad Targed / Target Date	
1	Is there sufficient scope within the local job market?	Delays in opening all beds within the care home	CG / BCUHB	B	2	B2	Early appointment of the Manager to take place. Recruitment process for Ancillary posts to commence in line with the construction completion date. HR to research job market in the catchment area and produce recruitment plan.	C	2	C2		tba		Misol / Monthly
2	Failure to recruit and train staff ready for go-live	Delays in opening the care home	CG / BCUHB	B	2	B2	CG & BCUHB staff recruitment and mobilisation plan prepared. establish recruitment / workforce strategy group which will consider new working models, increased numbers of people accessing 'specialist' training. Consider staffing model for phased opening of beds, Inclusion in West Integrated Health Community workforce plans	C	2	C2	To include kitchen staff, domestics and scheme Manager Noted that recruitment is an issue now, and look at possibility of developing own staff in advance.	tba		Misol / Monthly
3	Availability of Registered nurses in the area	Delays in opening the care home	CG / BCUHB	B	2	B2	Workforce Plan to include, Recruitment, training, professional opportunities. Opportunities for social and health staff to undertake additional training - Grow our own. Clinical Assistants, key worker accommodation. Opportunity to work across Health and social care. Explore Admiral Nurses to support EMI nursing beds. Phasing of opening of beds to ensure right staffing levels and model							
4	Availability of care staff in the area	Delays in opening the care home	CG / BCUHB	B	2	B2	Workforce Plan to include, Recruitment, training, professional opportunities. Opportunities for social and health staff to undertake additional training - Grow our own. Clinical Assistants, key worker accommodation. Opportunity to work across Health and social care. Phasing of opening of beds to ensure right staffing levels and model							
5	Availability of ancillary staff in the area e.g. maintenance, caretaker	Delays in opening the care home	CG / BCUHB	B	2	B2	Workforce Plan to include, Recruitment, training, professional opportunities. Opportunities for social and health staff to undertake additional training - Grow our own. Clinical Assistants, key worker accommodation. Opportunity to work across Health and social care. Explore Admiral Nurses to support EMI nursing beds. Phasing of opening of beds to ensure right staffing levels and model							
6	Recruitment of Registered Care Manager for the site	Delays in opening the care home	CG / BCUHB	B	2	B2	Workforce Plan to include, Recruitment, training, professional opportunities. Opportunities for social and health staff to undertake additional training - Grow our own. Clinical Assistants, key worker accommodation. Opportunity to work across Health and social care. Phasing of opening of beds to ensure right staffing levels and model							

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				Tebygolrwydd / Likelihood	Effaith / Impact	Sgôr / Score		Tebygolrwydd / Likelihood	Effaith / Impact	Sgôr / Score		Swyddog Cyfrifol / Responsible Officer	Dyddiad Targed / Target Date	
1	Poor communication	Building not fit for purpose due to the relevant people not having contributed in the planning stages, Poor marketing and consultation resulting in the scheme not being full, Breakdown in relationship between the Council and BCUHB resulting in delays in the opening of the scheme and a bad reputation for the Council		B	2	B2	Regular Build and Design Group Meetings, Communications Group set up	C	2	C2	Communication Plan created, Marketing events and materials  Operations, communication and Technical meeting held on a monthly basis.	tba		Parhaus / Ongoing
2	Delays in receiving confirmation / information regarding details of the scheme	Resulting in the delay of creating a communications plan, marketing activities and timeline.		C	2	C2	Attend stakeholders meetings and challenge timescales and revise strategy accordingly	D	3	D3	Email setup for enquires. Expressions of interest register in place. Marketing and comms groups established.	tba		Chwarterol / Quarterly
3	Persons losing interest whilst the scheme is being built	Consequently further marketing may be required (resulting in increased costs) to attract new potential residents. i) Longer void periods and consequential impact of scheme financial viability as a result of loss of fee income and ii) reputational damage		B	2	B2	i) Attend stakeholders meetings and challenge timescales and revise strategy accordingly, ii) continued positive communication with potential residents, (those that have expressed an interest) appointed resident reps and other key stakeholders	B	2	B2	Comms groups established.	tba		Chwarterol / Quarterly
4	Community Engagement, Publicity and Communications	Negative integration with Community		B	3	B3	Regular meetings with Comms team / Design Team/Contractor to monitor progress.	E	5	E5	Discussions to be moved forward between CG / BCUHB & Main contractor	CG / BCUHB / Main Contractor		Misol / Monthly
5	Marketing activities delayed	Resulting in less time to fill occupancies, resulting in voids when the project is complete		D	1	D1	Attend stakeholders meetings and challenge timescales and revise strategy accordingly	D	1	D1	Comms Group to produce a Communications and Marketing plan	tba		Chwarterol / Quarterly
6	Media channels being fully booked (due to the delays highlighted under 'high risks').	Marketing activities not being implemented in line with the timeline produced.		C	3	C3	Ensure the most appropriate media channels are researched and provisionally booked well in advance of set timelines. Continuous review of the development timescales in line with the communications timescales.	C	3	C3	Nothing further at this moment in time	tba		Chwarterol / Quarterly

7	Delay in signing off marketing communications / activities due to time constraints and resources.	Marketing activities not being implemented in line with the timeline produced.		D	3	D3	Regular communication with key members of staff and ensure appropriate time management.	D	3	D3	Comms groups established.	tba		Chwarterol / Quarterly
8	Ensure appropriate Media Channels are used.	PR and Marketing activities delayed. Lengthy forms are required to complete, pre-payment etc		D	3	D3	Ensure the most appropriate media channels are researched and provisionally booked well in advance of set timelines. Continuous review of the development timescales in line with the marketing timescales.	D	3	D3	Comms groups established.	tba		Chwarterol / Quarterly
9	Marketing and Communication plan not produced in time or incomplete	Late Marketing could lead to underoccupancy and fill rate of scheme not being achieved.					Marketing and Comms plan to be produced and reviewed at Operational meeting				Draft to be produced asap	tba	asap	Chwarterol / Quarterly

TEBYGOLRWYDD / LIKELIHOOD	Digwyddiad bron yn sicr o ddigwydd yn y rhan fwyaf o amgylchiadau / Event is almost certain to occur in most circumstances	>70%	Bron Yn Sicr / Almost Certain	A					
	Digwyddiad debygol o ddigwydd yn y rhan fwyaf o amgylchiadau / Event likely to occur in most circumstances	30-70%	Tebygol / Likely	B					
	Bydd y digwyddiad o bosib yn digwydd ar ryw adeg / Event will possibly occur at some time	10-30%	Posib / Moderate	C					
	Digwyddiad annhebygol a all ddigwydd rhyw bryd / Event unlikely and may occur at some time	1-10%	Anhebygol / Unlikely	D					
	Digwyddiad prin fydd ond yn digwydd mewn amgylchiadau eithriadol / Event rare and may occur only in exceptional circumstances	<1%	Prin / Rare	E					
					5	4	3	2	1
					Dinod / Insignificant	Bychan / Minor	Cymedrol / Moderate	Sylweddol / Major	Trychinebus / Catastrophic
Gwasanaeth / Service					Dim effaith ar ansawdd y gwasanaeth, tarfu gyfyngedig i weithrediadau / No impact to service quality, limited disruption to operations	Mân effaith ar ansawdd y gwasanaeth, nid yw safonau gwasanaeth mân yn cael eu bodloni, amhariad tymor byr i weithrediadau / Minor impact on service quality, minor service standards are not met, short term disruption to operations	Gostyngiad sylweddol yn ansawdd y gwasanaeth, amhariad difrifol i safonau gwasanaeth / Significant fall in service quality, serious disruption to service standards	Effaith sylweddol ar ansawdd gwasanaethau, safonau gwasanaeth lluosog heb eu bodloni, amhariad tymor hir i weithrediadau / Significant impact on service quality, multiple service standards not met, long term disruption to operations	Gostyngiad trychinebus yn ansawdd y gwasanaeth a safonau gwasanaeth allweddol ddim yn cael eu bodloni, ymyriad trychinebus hirdymor i weithrediadau / Catastrophic fall in service quality and key service standards are not met, long term catastrophic interruption to operations
Enw Da / Reputation					Pryder cyhoeddus wedi ei gyfyngu i gwynion lleol / Public concern restricted to local complaints	Mân sylw anffafriol lleol / cyhoeddus / cyfryngau a chwynion / Minor adverse local / public / media attention and complaints	Sylw andwyol lleol difrifol neu sylw andwyol mân yn y wasg rhanbarthol neu chenedlaethol / Serious adverse local or minor adverse regional or national media attention	Beirniadaeth rhanbarthol difrifol neu genedlaethol negyddol / Serious negative regional or national criticism	Condemiad rhanbarthol a chenedlaethol hir / Prolonged regional & national condemnation
Côst Ariannol / Financial Cost (£)					< £50k	£50k - £250k	£250k - £750k	£750k - £3m	>£3m
EFFAITH / IMPACT									

**Allwedd Difrifoldeb Risg Corfforaethol / Corporate Risk Severity Key**

	Dinod / Minor	Risg a reolir yn hawdd yn lleol - dim angen i gynnwys rheolaeth / Risk easily managed locally – no need to involve management
	Cymedrol / Moderate	Risg gallu cael eu rheoli ar lefel gwasanaeth - efallai bydd angen rhoi gwybod i uwch reolwyr a'r UDA / Risk containable at service level -
	Sylweddol / Major	Ymyrraeth gan yr UDA a / neu gyfranogiad Pwyllgor Gwaith / Intervention by SLT and / or Executive Committee involvement
	Allweddol / Critical	Ymyrraeth sylweddol gan yr UDA a Pwyllgor Gwaith / Significant SLT and Executive Committee intervention