

# Primary Care Commissioning Committee

24 August 2016

<b>Details</b>	Part 1	<input checked="" type="checkbox"/>	Part 2	<input type="checkbox"/>	Agenda Item No.	6
Title of Paper:	Whitefield Health and Care Centre – Risk Register					
Board Member:	Mike Woodhead, Acting Chief Finance Officer					
Author:	Louise Rigg, Contractor, Elite Consult					
Presenter:	Mike Woodhead, Acting Chief Finance Officer					
Please indicate:	For Decision	<input type="checkbox"/>	For Information	<input checked="" type="checkbox"/>	For Discussion	<input type="checkbox"/>

## Executive Summary

<b>Summary</b>	Following on from the Whitefield Progress Update paper presented to the Primary Care Commissioning Committee on 22 <sup>nd</sup> June 2016, a request was made to share with Members the Risk Register in relation to the Whitefield Health and Care Centre Capital Development project. The purpose of this paper is to provide the requested detail for information.					
<b>Risk</b>	<b>High</b>	<input type="checkbox"/>	<b>Medium</b>	<input checked="" type="checkbox"/>	<b>Low</b>	<input type="checkbox"/>
	Please indicate <b>above</b> the overall level of risk associated with the paper then state here what the risks are and how this paper aims to address them. If the above summary itself is around managing risk etc. state "Included in Summary". <b>NB</b> Risks can include failure to act and lost opportunities.					
<b>Recommendations</b>	The Committee is asked to:  <input checked="" type="checkbox"/> Note the contents of this paper.					

## Strategic themes

Deliver improvement in outcomes for patients	<input checked="" type="checkbox"/>
Deliver service improvement through system redesign in priority areas	<input checked="" type="checkbox"/>
Develop NHS Bury CCG and Primary Care capability as commissioners and leaders	<input type="checkbox"/>
Deliver through the Health and Wellbeing Board improved population health and reduction in inequalities	<input type="checkbox"/>
Deliver the CCG element of QUIPP through effective system management and working with partners and stakeholders and ensuring a culture with focus on quality, fostering innovation, improving health outcomes and reducing inequalities.	<input checked="" type="checkbox"/>
Equality Impact Assessed?	<input type="checkbox"/> Supports NHS Bury CCG Governance arrangements

**WHITEFIELD DEVELOPMENT RISK REGISTER**

Risk ID	Date Identified	Risk Description	Risk Owner	Impact	Likelihood	Risk Score	Action to be taken	Target Date	Progress	Next Review
1	20/11/2015	Given the history of the scheme, there is a considered risk that planning permission may not be granted, which would prevent the scheme from proceeding on the current site (if identified as the preferred solution).	Louise Rigg	5	3	15	LR raised through the Steering Group to assure project team that when appropriate, the Planning Department will be informed and involved. Once shortlist of site options developed contact will be made with Planning Department. Pre-application submission will be made at appropriate juncture to minimise potential issues.	LIVE ISSUE	Informal contact made with Planning Department prior to pre-application submission by Project Team.	25th September 2016 (Next Meeting of the Whitefield Steering Group)
3	20/11/2015	The existing site is a "doughnut" shape in that whilst NHS PS own the majority of the site, Uplands House in the centre is vacant, in a very poor state of repair and owned by the Local Authority. There is a risk that this building may be sold on the open market and therefore may be developed in a way that is not complementary to the wider site development (should this be deemed to be the preferred site option).	Louise Rigg	3	2	6	LR to raise through Steering Group and at the Bury SEG which Local Authority chair and attend this group. May have to accept this risk.	LIVE ISSUE	Preferred site options not yet finalised therefore this remains a live issue.	25th September 2016 (Next Meeting of the Whitefield Steering Group)
10	13/05/2016	The Schedule of Accommodation has been approved by the Whitefield Commissioning Development Sub Group, the Steering Group and the CCG's SMT. However, there remains a lack of direct involvement from the LA and at present there is an agreed demise for their services still factored into the planned development.	Mike Woodhead	3	4	12	LR has raised with the Whitefield Steering Group, CCG Executives and the NHSE Project Sponsor. Mike Woodhead (CCG CFO) to discuss with colleagues at the Local Authority.	LIVE ISSUE	Mike Woodhead has discussed this matter with senior colleagues at the Local Authority and CCG SMT and is happy for the project team to proceed with the current working assumptions.	25th September 2016 (Next Meeting of the Whitefield Steering Group)
11	13/05/2016	The build has increased in size from the original Project Initiation Document and therefore both Capital and Revenue costs have increased and may become unaffordable.	Louise Rigg/lan Butterworth	4	3	12	LR has confirmed via Julie Powell at NHSE that as long as NHS PS are happy to proceed with the revised scheme costs, then the increase in size is not an issue from their perspective. Revised revenue and capital consequences to be worked up by NHS PS.	LIVE ISSUE	NHS PS are currently completing a financial appraisal of the shortlisted sites for consideration at the next meeting of the Whitefield Steering Group (25th September 2016)	25th September 2016 (Next Meeting of the Whitefield Steering Group)
12	15/07/2016	Departure of NHS PS Project Lead from organisation. No replacement lead identified.	Mike Woodhead and Ben Squires	4	5	20	Letter from Stuart North, CCG CEO to Lead Director at NHS PS to identify new Project Lead as a matter of urgency. All work on the scheme on hold. Design Team currently stood down by NHS PS. Scheme subject to significant delay at present.	LIVE ISSUE	Letter acknowledged. Awaiting formal response from NHS PS. Mike Woodhead has further chased NHS PS by email and a call is scheduled for w/c 8/8/16.	ASAP
13	22/07/2016	Programme Delivery - All work on the scheme on hold. Design Team currently stood down by NHS PS. Scheme subject to significant delay at present.	Mike Woodhead and Ben Squires	4	5	20	Letter from Stuart North, CCG CEO to Lead Director at NHS PS to identify new Project Lead as a matter of urgency. All work on the scheme on hold. Design Team currently stood down by NHS PS. Scheme subject to significant delay at present.	LIVE ISSUE	Letter acknowledged. Awaiting formal response from NHS PS. Mike Woodhead has further chased NHS PS by email and a call is scheduled for w/c 8/8/16.	ASAP

14	30/07/2016	Formal approval of Project Initiation Document by NHSE. Despite chasing by LR for twelve months, this documentation has still not been finalised and approved by senior NHSE Finance colleagues.	Mike Woodhead and Ben Squires	3	3	9	Further requests to be made to NHSE for status of Project Initiation Document by LR.	LIVE ISSUE	NHSE Finance colleagues have requested status update from NHSE Project Appraisal Unit (PAU) colleagues as a matter of urgency.	25th September 2016 (Next Meeting of the Whitefield Steering Group)	
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2	20/11/2015	There is a risk that social work are working to a timetable that may not fit with an integrated model and therefore may threaten the ability to offer an integrated service.	Sarah Bullock	4	3	12	SB met with LR, Linda Jackson and Kat Sawden from Persona to discuss plans.	CLOSED	LA requirements confirmed	CLOSED
4	20/11/2015	Primary Care is currently the responsibility of NHS England, however changes in commissioning arrangements means that it is likely to move to CCG responsibility post April 16, which may cause process delays.	Sarah Bullock and Ben Squires	2	2	4	NHS England and CCG both represented within project governance structure. Continue to ensure that plans and progress are documented, communciated and agreed by all parties to ensure a smooth transition, when there is a transfer of responsibilities.	CLOSED	April 2016 transition completed smoothly.	CLOSED
5	20/11/2015	A new build on the same site would mean there will be a period of time when patients will have to be seen elsewhere, which could cause disruption and uncertainty.	Ben Squires and Mike Woodhead	4	5	20	LR to discuss with IB (NHS PS) and Design Team.	CLOSED	IB (NHS PS) has confirmed that, even if same site is utilised, the locaton of the new build would be such that decanting arrangements will not be necessary.	CLOSED
6	20/11/2015	There is uncertainty regarding the future of GP contracting arrangements nationally, and therefore there is a risk to the Practice in taking on any accommodation agreements covering a period of time when their future is uncertain.	Dr Nick Walton	5	3	15	Keep informed of plans in relation to GP contracting arrangements, and consider if any indemnity arrangements are required.	CLOSED		CLOSED
8	13/05/2016	There is a risk that the project may fall further behind schedule due to a lack of commissioning resource to support the scheme due to the departure of the Deputy Director of Commissioning from the CCG.	Ben Squires and Mike Woodhead	2	4	8	Ben Squires has written to Margaret O'Dwyer regarding commissioner support going forward. Seek agreement to further support from LR. Longer term the new Deputy Director of Primary Care will be the commissioning support for estates.	CLOSED	Agreement to LR remaining as Project Lead to deliver the scheme and Deputy Director of Estates in post wef July 2016	CLOSED