

Appendix 4 – Risk Analysis

Main Risks of joining the HEART shared service

Risk	Mitigation / Control
New system of service delivery fails	The lessons learnt during from the pilot projects since 2010 (North HAT and South HAT) have reduced this risk. Both pilots have resulted in improved service performance.
Warwick District Council (WDC) loses control over home adaptations service	<p>Governance arrangements including representation from WDC senior manager will give WDC control and involvement in shared service.</p> <p>The contract (agreed by Project Board, including representation from WDC Head of Housing and Property Services) for the shared service will include contract clauses about how fundamental changes will be managed.</p> <p>The geographical base for service in WDC offices will enable easy access for residents and the Council. It will ensure that the service has an obvious and visible presence in Warwick District.</p>
WDC loses control of Disabled Facilities Grant (DFG) budget	Funding Principles as agreed by the Project Board ensures that capital funding will not be pooled which means that any grant funding allocated to WDC will be spent in WDC.
WDC incurs additional financial risks through shared service arrangements	<p>Revenue funding will be adjusted on an annual basis to ensure that the revenue cost for each partner organisation is fair and equitable based on individual levels of activity.</p> <p>Agreed Funding Principles mean that no partner is liable for any costs other than those they would have been liable if delivering the service by themselves.</p>

Main risks of not adopting the recommended option

Risk	Impact if risk occurs
Ability to access the Better Care Fund (BCF). The guidance on the BCF, which includes DFG funding, is clear there should be joint plan between all BCF partners on its usage. There are potential risks to accessing this funding if WDC does not enter the County wide HEART service as the alternative options have reduced capacity to deliver the full range of holistic, preventative services offered by the HEART shared service.	High
HEART is Warwickshire County Council's (WCC) preferred model for the future delivery of the service. Currently there is uncertainty about potential arrangements for accessing County Council Occupational Therapist (OT) assessments of customer needs were Options Two or Three to be favoured by WDC. This represents a risk to the feasibility of these options.	High
Relationship with partner Authorities on the Project Board adversely affected, who after some six years of joint working agreed to develop the HEART shared service.	Medium
Return to old style, two stage service, involving hand – offs to different organisations – risk of deterioration of performance and delays for customers	High
WDC has limited access to support services (including IT) for Options Two and Three – this has the potential negative impact on the quality of the service under these options and also on other WDC services by the additional demand on these resources.	Medium
Access to Home Safety Service. It is unlikely that WDC will be able to access the Homes Safety Check from April 2017 if it does not join HEART	Low/Medium
Service available for residents in South of County is inconsistent service to that available to residents in North of County	Medium
Potential difficulties in managing performance as OT's will not be line managed with-in the service.	High
Requirement for substantial work to be undertaken to implement options 2 and 3 leading to the possibility of delays and/or continuation of interim arrangements	High
Low levels of resilience in the event of staff absence	High
Options 2 and 3 are unlikely to be able to deliver the full range of holistic interventions capable of being delivered by HEART. This is likely to impact on outcomes for	Medium

customers	
If WDC does not join HEART SDC may decide to still to join HEART. This would mean that Option Two would no longer be possible.	High