

| A<br>Risk # | Date added | Date closed | Area                               | B<br>Description of risk  | C<br>Potential impact   | D<br>Impact<br>rating<br>(1 - 5) | E<br>Likelihood<br>(1 - 5) | F<br>Risk<br>Rating<br>(DxE) | G<br>Mitigation measures  | H<br>Residual Rating<br>(L/M/H) | I<br>Actions needed   | Status | J<br>Risk owner                          |
|-------------|------------|-------------|------------------------------------|---|---|----------------------------------|----------------------------|------------------------------|---|---------------------------------|---|--------|--|
| 16          |            |             | CPSY Employees & Committee Members | CPSY team capacity and unmanageable workload  | Work not getting done, objectives not achieved. Reputational risk                         | 2                                | 2                          | 4                            | Regular team meetings and appropriate delegation of tasks   | L                               | Retain – regular review with Chair & Vice Chair. Contract extentions in place for LR & JC until mid August 2025 have now made permanant | Open   | Chief Officer                            |
| 17          |            |             | CPSY Employees & Committee Members | CPSY succession planning and retention  | Team members leave creating prolonged periods with lack of support                        | 3                                | 2                          | 6                            | Performance & pay review. Training & support  | M                               | Retain - Awaiting pay review policy from CPE  | Open   | Chair & Chief Officer                    |
| 19          |            |             | CPSY Employees & Committee Members | Committee member capability & training – induction & ongoing  | Ineffective committee that aren't delivering value to our contractors                     | 2                                | 2                          | 4                            | Initial session with Lynette Roberts  | L                               | Retain Follow up development session with Lynette planned for March 25  | Open   | Chief Officer                            |
| 21          |            |             | Digital and IT                     | Cyber security breach and system failure  | Loss of access to files, reputational damage  | 4                                | 2                          | 8                            |   | M                               | Retain - Data security audit to be completed  | Open   | Chief Officer                            |
| 28          |            |             | Stakeholder Management             | Ineffective collaboration with commissioners including ICB, LA, place, PCN covering the SY footprint                        | Risks to service commissioning  | 2                                | 1                          | 2                            | Robust stakeholder mapping. Regular meetings with service commissioners                                       | L                               | Retain until we are satisfied the SY landscape has settled down and a plan is settled on meeting attendance etc                         | Open   | Chief Officer & Services Engagement Lead |
| 29          |            |             | Stakeholder Management             | Failing contractor representation   | Loss of trust from contractors – reputational damage                                      | 2                                | 1                          | 2                            | Contractor survey (in Lynette's recommendations) to determine their biggest needs. Meeting with Area Managers | L                               | Retain, point of principle. ACTION - To pick up contractor survey   | Open   | Chief Officer & Support Team             |
| 31          |            |             | Governance                         | LPC is found failing in its constitutional duties including management of staff or acting outside its constitutional powers | Staff will leave, potential tribunal claims. Reputational damage & risks for CPSY members | 4                                | 1                          | 4                            | Governance sub-committee in place   | M                               | Retain, point of principle.   | Open   | Governance Lead & Chief Officer          |
| 32          |            |             | Governance                         | LPC member / staff non adherence to code of conduct eg confidentiality  | Poor culture and bad practices  | 3                                | 2                          | 6                            | Sign off the governance framework / code of conduct. Keep this alive in LPC meetings                          | L                               | Retain, point of principle.   | Open   | Chair & Vice Chair and Chief Officer     |
| 35          |            |             | Governance                         | Conflicts of interest   | CPSY makes some poor decisions that aren't representative of all contractors              | 1                                | 1                          | 1                            | Sign off the governance framework / code of conduct. Keep this alive in LPC meetings                          | L                               | Retain, point of principle  | Open   | Chair & Vice Chair and Chief Officer     |
| 36          | 24/10/2024 |             | Other Financial Risks              | Price concessions & dispensing at a loss (possibly linked to drug shortages)  | Pharmacy sustainability & closures  | 3                                | 2                          | 6                            | Pharmacy awareness of concession and wholesaler pricing. CPSY representation @APG meet                        | M                               | any further support from contractors required?, actively encourage contractors to respond to CPE requests for meeting points            | Open   | Chair & Vice Chair and Chief Officer     |
| 37          | 28/05/2025 |             | Other Financial Risks              | No funding received from SDF (ICB) for pharmacy First / PCN Lead / Pharmacy Forum   | N/A until funding confirmed   | 3                                | 3                          | 9                            | None  | M                               | Risk score to be reviewed and Gap analysis required on confirmation if no funds for CPSY  | Open   | Chief Officer                            |