

| Reviewed by<br>Committee 19th<br>May 2026 |            |             |                                    |                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                          |                                  |                            |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                 |                                                                                                                                                                                                                                                                                                                       |        |                                          |
|-------------------------------------------|------------|-------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------|
| 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 extensions in place for LR & JC until mid August 2025 have now made permanent                                                                                                                                                                               | 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                                                                                                                                                                                                                                                             | 2                                | 2                          | 4                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | L                               | 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     |
| 38                                        | 18/08/2025 |             | CPSY Employees & Committee Members | Neighbourhood - Stakeholder Management & Committee Workload                                                                                                                                                                        | N/A                                                                                                                                                                                                                                                                                                      | 3                                | 3                          | 9                            | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | M                               |                                                                                                                                                                                                                                                                                                                       | Open   | Chief Officer                            |
| 39                                        | 05/08/2026 |             | Governance                         | Doncaster PNA : Appeals overturned ICB rejections due to a PNA sentence on low flu provision in certain areas in a past year.<br><br>- Existing contractors had since addressed gaps, but appeals upheld based on PNA at the time. | Increase in the number of contractors pulling from the global sum, further increasing financial pressures for existing contractors and over provision of essential services in the locality.<br><br>Potentially indicates a new interpretation of PNA by appeals authority with unknown further impacts. | 5                                | 4                          | 20                           | CPSY to request the HWB Publish a supplementary statement under Regulation 6 confirming the current position on provision in the areas, so that the PNA reflects up-to-date facts rather than the 2024/25 snapshot on which the single identified gap was based, and so that no further application can inadvertently be granted on the strength of a gap that has since been closed.<br><br>Further guidance needed from CPE / Gordon Hockey on potential impacts on other applications / appeals going forward. | H                               | CPSY to send letter to the HWB - this triggered proposal for supplementary statement which if uncontested should be published this week (w/c 3 Aug)<br><br>CPSY to share documents with CPE - DB escalating with CPE via Gordon Hockey (no update received yet w/c 3 Aug). all information previously shared with CPE | Open   | Chief Officer                            |